



HONoured TO SERVE
INSPIRED TO LEAD
STRATHCONA COUNTY EMERGENCY SERVICES

Strathcona County Emergency Services

BUSINESS PLAN

June 1, 2012 to May 31, 2015







Strathcona County Emergency Services

STRATEGIC PLAN

June 1, 2012 to May 31, 2015

TABLE OF CONTENTS

Executive Summary.....	3
Letter from the Fire Chief.....	7
Introduction	9
Strathcona County	10
The department.....	12
Mission, vision, values and motto.....	21
Goals and objectives	25
Implementation methodology.....	51
Appendices	53
A: Objectives by priority	53
B: Objectives by accountability	55
C: Goal 1	65
D: Goal 2.....	76
E: Goal 3	85
F: Goal 4	96
G: Goal 5.....	103
H: Goal 6.....	110





**RESCUE
DIAL 911**

679
County

GENERAL
EQUIPMENT



EXECUTIVE SUMMARY

In January of 2012, 22 members of Strathcona County Emergency Services (SCES) embarked on developing the first comprehensive Strategic Plan in the 56 year history of the department. Strategic Planning Team (SPT) members, elected by their peers or appointed by the Fire Chief, met for two full days every three weeks from January through May, for a total of 12 days.

Through a series of workshops, the team worked diligently and collaboratively to build the Strategic Plan. Extensive data, including staff workplace surveys, consulting reports on Strathcona County, the draft SCES Master Plan, public satisfaction surveys, and public wildfire and emergency management surveys were analyzed to frame and build goals, objectives, and outcomes. Industry trends and successful practices were analyzed and discussed. Strategic plans from other emergency and fire service organizations were reviewed and assessed, with best practices in both content and design incorporated into this plan.

Each component of the plan was built in draft form, either by working groups or the team as a whole, then refined through team focus groups and surveys. For core elements of the plan, team members had the opportunity to rate wording and content both through facilitated group discussion and anonymously through surveys.

The focus of the SCES 2012 to 2015 Strategic Plan is to identify SCES' goals for the next three years, and to outline the actions, timelines, and accountabilities in support of each. The plan contains detailed logic models that specifically break down objectives for each output (things SCES will develop or do) and each outcome (things SCES will achieve). The Strategic Plan is strongly supported by the recommendations contained in the Master Plan (released in 2012) which focuses on future requirements for human resources, processes, programs, infrastructure, and equipment. The Strategic Plan will also support Strathcona County's Strategic Plan, where appropriate.

Respect

We honour those we serve and those who serve with us.

Synergy

We work together to achieve more.

Leadership

We inspire, motivate, and empower others.

Community

We are committed to the well-being of all.

Progress

We improve through innovation and we finish what we start.

Ownership

We take responsibility for our actions and each other.

Integrity

We will not compromise our values.

The following core elements were developed by the SCES Strategic Planning Team:

Vision

We will lead our community to be the safest in Canada.

Mission

To protect from risk the things that matter to those we serve.



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Core Values

SCES' core values were established through an exercise in which team members identified the five present or past members they felt embodied the best traits of SCES. Lists of individual strengths and values exemplified by the selected members were compiled and assessed for commonalities. The top seven characteristics commonly shared by our best people embody SCES' core values.

Goals

These goals are meant to be audacious and difficult to attain. They are difficult to measure, unlike the objectives that support them. They are the "big picture" items SCES will eventually accomplish.

- GOAL 1:** SCES will become a Canadian leader in the implementation of community safety programs.
- GOAL 2:** SCES will become the Canadian emergency services leader in operational excellence.
- GOAL 3:** SCES will become the Canadian emergency services leader in internal communications.
- GOAL 4:** SCES will attract, retain, and develop exceptional employees through an effective and comprehensive talent management system.
- GOAL 5:** SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.
- GOAL 6:** SCES will develop and implement a model municipal Management Accountability Framework (MAF).

Objectives

Each goal has a number of objectives that describe how SCES will move towards achieving the goal. The expectation is that goals will be achieved as described. All objectives within this plan are SMART (specific, measurable, achievable, relevant, and time-based).

Logic Models

(See Appendices C to H for the complete logic model).

A complete logic model was created for each goal to strengthen the plan, enhance implementation, and provide details for plan stakeholders seeking more information. These models provide timelines, assign responsibility, describe success, and outline the assumptions underlying each goal. For each strategic plan objective, the logic models also contain:

1. required inputs (resources needed for success)
2. required activities (actions to be completed for success)
3. required outputs (actions in the form of SMART objectives)
4. expected outcomes (desired results expressed as SMART objectives)

July 19, 2012

Chief Darrell Reid
Strathcona County Emergency Services

Dear Chief Reid:

It is a privilege for me to be able to congratulate you and your department on completing the Strathcona County Emergency Services Strategic Plan, June 1, 2012 to May 31, 2015. In adopting this Plan you are aligning the department through a common purpose to more effectively and efficiently achieve your goals with accountability to all those you serve.

Strathcona County's senior leadership team supports a culture of collaboration. I commend you for adopting a planning process that, over a five month span, brought twenty-two "leader" members from all levels of the department together as equal participants. It is a process that will have no doubt tested the team. At the same time, it is a process that has challenged your team to successfully develop a comprehensive Strategic Plan in a manner that honours your seven values.

Strathcona County Emergency Services has many accomplishments worth celebrating. I am particularly proud of the department's leadership and commitment in establishing a Strategic Plan that aspires to make our community the safest one in Canada.

Best wishes,



J. Denise Exton, CLGM
Associate Commissioner, Community Services

LETTER FROM THE FIRE CHIEF



Fire Chief
Darrell Reid

July, 2012

On behalf of the SCES Strategic Planning Team (SPT), it is an honour to present the SCES 2012 to 2015 Strategic Plan. Twenty-two SCES members, representing every branch and area of our department, spent six months assembling the components of this document. The process was challenging but interesting, demanding but rewarding. Building the plan required SPT members to review data, analyze survey results, compare other emergency services plans, and utilize various other sources of information to inform and create the

Strategic Plan we felt was right for SCES. Every key message in the plan was formed through a collaborative and intense process, including brainstorming, focus groups, internal negotiations, and surveys of team members to confirm content.

The two overarching themes of this plan are service and leadership. The plan focuses SCES' efforts in the areas of community safety, operational excellence, internal communications, talent management, continuous improvement, and management accountability. Our members are proud to serve our community, and excited to work together to achieve our vision and mission. At the same time, our department wants to continue as a recognized leader both within the emergency services community and Strathcona County. We want to develop leadership at all levels of our organization, modeling our values and driving high performance.

Our staff are proud to work for SCES and excited to serve the residents, businesses, and visitors of Strathcona County. However, they have clearly indicated that we need to improve internal communications, transparency, accountability, and "finishing what we start." This plan provides a framework for taking advantage of our many strengths and opportunities to improve upon our weaknesses and mitigate our threats. The plan includes detailed and specific outputs designed to achieve the best outcomes for our community and our department. Every objective we have committed to is measurable and relevant with a clearly stated deadline, and is assigned to a person responsible for successfully completing it.

As Fire Chief, I am proud to have my name stand with this plan. I am excited about where SCES will be in 2015 when we have successfully met our objectives. I am committed to our team helping lead Strathcona County to become the safest community in Canada.

Honoured to Serve. Inspired to Lead.

A handwritten signature in black ink, appearing to read "Darrell Reid". The signature is fluid and cursive.

Darrell Reid, MBA, EFO, EMT-P
Fire Chief and Director, Emergency Services
Deputy Director, Emergency Management

How this plan was built.

The Strategic Planning Team (SPT) met every three weeks, two consecutive days at a time, for five months (January to May 2012) to develop the 2012 to 2015 SCES Strategic Plan. This equals approximately 1,760 hours worth of planning from the 22-member team.

The team was a combination of both appointed and elected representatives from various working areas. It was the representative's responsibility to communicate with their respective branch or provide group updates about committee discussions.

This strategic plan has been developed with the consensus of the team through the following ways:

- All proposed plan statements or values required working group consensus prior to being presented to the larger group.
- Plan statements or values presented by each working group were evaluated by the entire team prior to being included in a summary survey.
- All plan statements or values accepted by consensus during the meetings were consolidated in an online summary survey and sent to all committee members. Responses were expected within three days of the work sessions.
- In order to be considered valid, a minimum of 18 committee members had to respond to the survey.
- Any statement (or value) that did not score an average of 80 per cent or higher was revisited at the next committee meeting for refinement or replacement.

A SWOT analysis (strengths, weaknesses, opportunities, and threats) of the department was conducted by the committee and goals of this strategic plan were loosely identified from that list. Further refinement of the goals and objectives continued until the final meeting in May.

Members of the team include:

Darrell Reid Fire Chief and project chair

Appointees:

Iain Bushell	Deputy Chief-Operations
Vern Elliott	Deputy Chief-Human Resources and Logistics
Mark Eckley	Assistant Chief-Emergency Management
Dawn Hemming	Assistant Chief-Business Operations
Andrew Spence	International Association of Firefighters (Local 2461) President, Lieutenant
Bev Fowler	Administrative Assistant
Karen Tomnuk	Communications & Marketing Specialist
Michele Wilson	Administrative Assistant

Voted by peers:

Qualified Officer Ian Clavelle	Platoon 1
Firefighter Wes Abel	Platoon 2
Lieutenant Todd Barrett	Platoon 3
Firefighter Jason Ball	Platoon 3
Captain Derek Davies	Platoon 4
Assistant Platoon Chief Terry Smith	Platoon Chief or Assistant Platoon Chief
Lieutenant Angela Schewaga	Emergency Communications Officer
Captain Dwayne Hanson	Occupational Health Safety and Training
Captain Garnet Munro	Fire Prevention & Investigation
Laura Stewart	Administration
Brad Dicks	Fire Station #2
Evan Yaceyko	Fire Station #3
Kyle LaFontaine	SCES information technology professional



New recruit convocation ceremony 2011

INTRODUCTION

Strathcona County is a dynamic and successful community, with a significant risk profile relative to most Canadian communities of comparable population. Industrial, wildfire, meteorological, and other risks mean that SCES requires a flexible, efficient, and effective all-hazards approach to planning and response. Effective implementation of the diverse, complex programs required to ensure the safety of our community requires a strong strategic plan as a foundation.

SCES has experienced significant change in recent years. External factors such as the transition of emergency medical services (EMS) and EMS dispatch governance and funding to Alberta Health Services, community growth, new service delivery expectations from industrial stakeholders, and the increasing risk of wildland urban interface fires have all impacted the department. Internal factors such as department growth, technology implementation, human resource issues, and the need to constantly improve also challenge the department. As SCES continues to grow and expand service delivery, in both scale and scope, strong strategic planning is necessary to provide SCES and its' stakeholders with a clear road map to successfully achieve well-defined objectives.

Furthermore, in the fall of 2011, the SCES management team announced their intention to apply for accreditation through the Commission on Fire Accreditation International (CFAI). Application for accreditation will occur in 2015, with anticipated process complete in 2017. Building a strong strategic plan is an essential step to achieve this goal.

To meet these needs, in January of 2012, SCES embarked on the creation of a three year strategic plan. The plan was developed in a manner designed to include expertise and perspective from staff representing every branch of the department. The resulting plan addresses all components of strategic planning, including detailed and clearly assigned objectives, and is the first of its kind since the department was established in 1956.

This plan represents the entire department. To facilitate inputs, expert analysis, and buy-in from all SCES areas, a 22-member standing committee called the Strategic Planning Team (SPT) was developed. Some committee members were appointed by the Fire Chief, while others were democratically elected by their peers. This team wrote a collaborative plan that will impact every branch in the department, every member, and every aspect of service delivery.

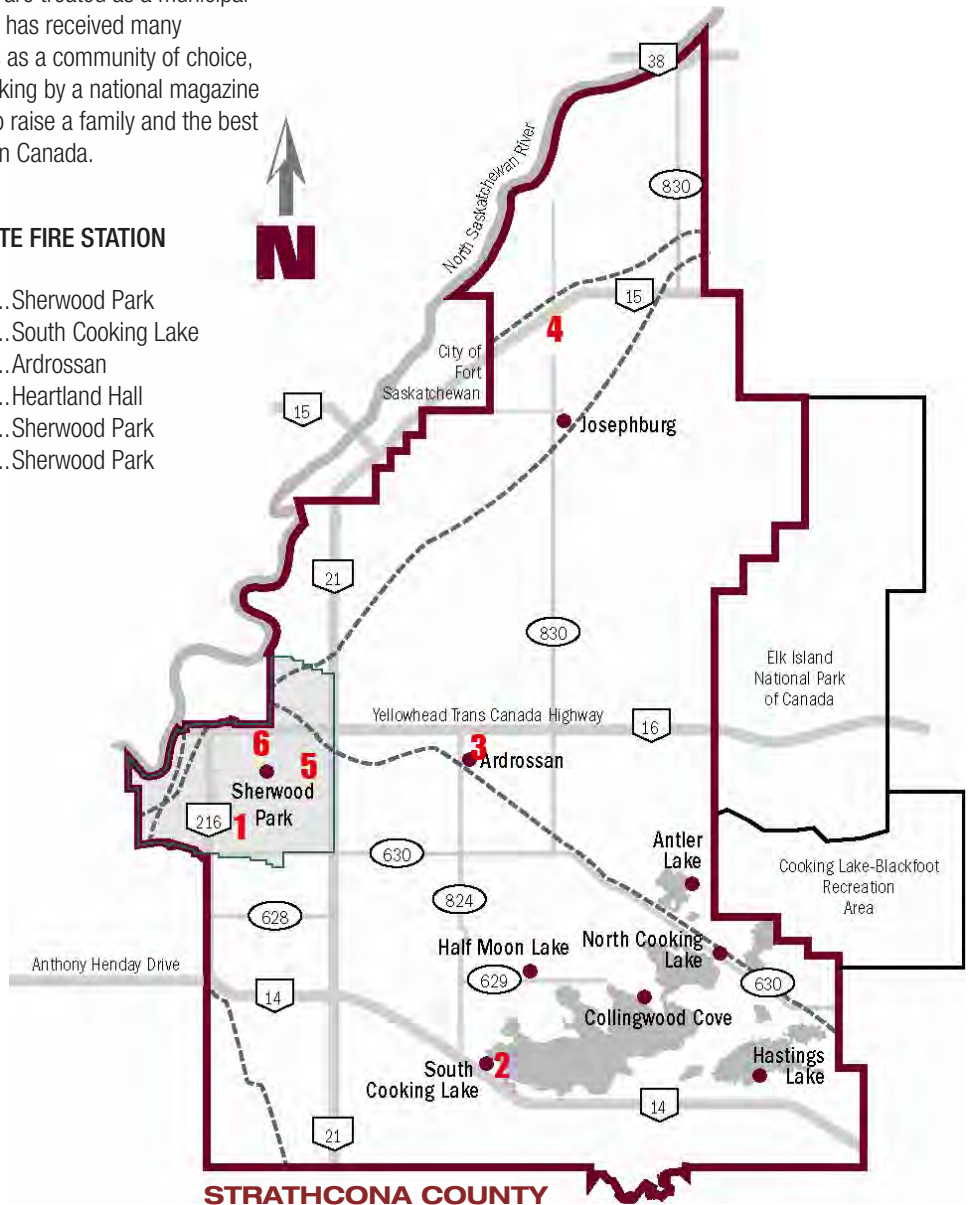
STRATHCONA COUNTY

Strathcona County is a unique blend of rural, urban and industrial development located within the Alberta Capital Region. Occupying an area of 1,265 square kilometers with a population of 92,490 (2011 Census), the County consists of the urban service area of Sherwood Park, and an extensive rural area that includes eight rural hamlets.

Strathcona County is considered a “specialized municipality” by the Province of Alberta. This means that the Sherwood Park urban service area is recognized as the equivalent to a city and the rural areas are treated as a municipal district. The County has received many acknowledgements as a community of choice, including 2012 ranking by a national magazine as the best place to raise a family and the best place to find a job in Canada.

NUMBERS INDICATE FIRE STATION LOCATIONS

- Fire Station 1 Sherwood Park
- Fire Station 2 South Cooking Lake
- Fire Station 3 Ardrossan
- Fire Station 4 Heartland Hall
- Fire Station 5 Sherwood Park
- Fire Station 6 Sherwood Park



The County is governed by a nine-member Council, led by Mayor Linda Osinchuk. The Strathcona County Executive Team includes a Council-appointed Chief Commissioner and three Associate Commissioners, with the Fire Chief reporting to Associate Commissioner of Community Services, Denise Exton.



Strathcona County Elected Officials

From left to right: Councillor Clinton Alexander, Ward 5; Councillor Brian Botterill, Ward 3; Councillor Vic Bidzinski, Ward 1; Mayor Linda Osinchuk; Councillor Roxanne Carr, Ward 2; Councillor Jason Gariepy, Ward 8; Councillor Bonnie Riddell, Ward 7; Councillor Linton Delaine, Ward 6; Councillor Peter Wlodarczak, Ward 4



Executive Team

From left to right: Denise Exton, Associate Commissioner-Corporate Services; Peter Vana, Associate Commissioner-Infrastructure and Planning Services; Kevin Glebe, Acting Chief Commissioner; George Huybregts, Associate Commissioner-Corporate Services.

STRATHCONA COUNTY



EMERGENCY SERVICES

The department – 1956 to present

SCES was first established as a volunteer fire brigade in November 1956, operating out of a member's private garage with a donated half-ton truck and some fire fighting equipment. At that time, incidents were reported by a telephone operator who would individually phone each volunteer when an emergency response was required.

Much has changed since then. Today, SCES is a sophisticated, integrated emergency services department, providing fire, rescue, emergency medical service (EMS), and hazardous materials response. The department has significantly expanded its scope of accountability in recent years, and is also responsible for emergency communications, emergency management, corporate business continuity, fire investigation, inspection, prevention, and public education programs. At the time of plan development, over 250 people wear the SCES uniform.

The expectations within our municipality for effective emergency services are driven by several factors. First, Strathcona County has a high risk profile relative to other Canadian communities with a similar population. Strathcona County is home to Canada's largest concentration of petrochemical industry infrastructure. The County also has comprehensive pipeline, rail, and roadway infrastructure with significant volumes of hazardous materials transported daily on these networks to support local industry. Furthermore, the 1987 tornado caused many deaths and significant damage within the County and the region. And since 2008, generally dry and warm conditions have led to wildland urban interface fires becoming one of the largest risks, with significant fires occurring in 2008, 2009, and 2011.

The community has also depended on SCES for primary medical care for decades, due to the historical absence of a community hospital. Like most North American communities, the County is experiencing a demographic shift with older adults becoming a larger component of the population. This, coupled with overall population growth continues to drive the increasing importance of SCES' provision of Advanced Life Support (ALS) within the County. Due to contractual obligations to Alberta Health Services (AHS) for ambulance service, the department has had to manage changes to its service delivery model to incorporate regional emergency response, including the use of Medical First Response (MFR) with ALS equipped fire apparatus.

Many members of the department are very engaged in volunteer activities, further strengthening ties between SCES and the community. In recent years, fundraising efforts, particularly those for Muscular Dystrophy Canada, have raised the profile of SCES related community involvement.

Management team

SCES has a six member management team. Fire Chief Darrell Reid holds overall accountability for all activities of SCES, and also is the Deputy Director of Emergency Management for Strathcona County. Deputy Chief-Operations Iain Bushell is responsible for fire, rescue, EMS, and special operations service delivery. Deputy Chief-Human Resources and Logistics Vern Elliott oversees talent management, occupational health and safety, training, technology implementation, information management, and logistics functions. Deputy Chief-Community Safety and Emergency Communications Bob Davidson is responsible for various risk reduction and community safety programs, oversees fire investigation, and leads emergency communications service delivery and client management. Assistant Chief-Business Operations Dawn Hemming manages financial performance for SCES, facilitates development of the department operational and capital budgets, leads the Administrative Support and Materials Management teams, manages external SCES contracts, and oversees various department projects. Assistant Chief-Emergency Management Mark Eckley provides emergency management leadership to Strathcona County, oversees emergency planning, reviews business continuity plans, facilitates emergency management training, and liaises with mutual aid and industrial partners.

Operations

All career SCES operations staff are trained as fire and EMS professionals. New career firefighters have a minimum of National Fire Protection Association (NFPA) 1001 certification, coupled with a professional designation of either Emergency Medical Technician (EMT) or Paramedic. Career (full-time) operations staff work out of Fire Stations 1, 4, and 5. Station 6, the fourth full-time station and the new headquarters for the department, will open in 2013.

Part-time (paid on-call) firefighters operate out of Station 2 (South Cooking Lake) and Station 3 (Ardrossan), and provide initial fire suppression and medical first response. SCES goal is to maintain up to 50 part-time firefighter positions, with at least 90 per cent of positions filled at any given time.

Day-to-day operations of the branch are overseen by a team of four Platoon Chiefs, Bruce Patterson, Norm Sutton, Stew Martin, and Dan Tymko, who report to the Deputy Chief-Operations.

Value Story

Community

We are committed to the well-being of all.

SCES teaches residents what type of information to give when they need to call 911. In June 2011, Emergency Communications Officer (ECO) Sheila Dupuis answered a 911 call from a seven-year-old boy who knew exactly what to do. "AJ called to report an emergency involving his mother. He was calm, he knew his address, the name of his subdivision, his phone number, and his mother's age. He did an excellent job!", says Dupuis.



ECO Sheila Dupuis and AJ Sandulac. SCES recognized his heroic actions by presenting him with a memento.

Information Technology Services

SCES has two ITS professionals (one hardware specialist and one software applications specialist). This team is responsible for overseeing the many specialized technologies utilized by SCES, and for linking SCES technologies and systems to corporate systems. They are closely aligned to the County ITS department for coordination and functional requirements.

Both members of the team report to the Deputy Chief-Human Resources and Logistics.

Emergency Communications

The Emergency Communications Centre provides 911 call answer, fire dispatch and EMS dispatch to several municipalities. At the time this plan began in 2012, the Centre provided these services to over 100 municipalities and 500,000 Albertans. The future scope and scale of EMS dispatch provided by SCES is expected to decrease through the EMS dispatch transition to Alberta Health Services. Timelines for this process continue to be dynamic.

Day-to-day operations of the branch are managed by Captain Elizabeth Holcombe, who reports to the Deputy Chief-Community Safety and Emergency Communications.

Fire Prevention and Investigation (FPI)

The FPI branch is responsible for determining cause and origin of fires within the County, inspecting occupancies as directed by the provincially accredited Quality Management Plan (QMP), and other prevention activities. The branch also plays a key role in planning and permitting processes within Strathcona County, including reviews of industrial designs and emergency response plans.

This branch plays one of the lead roles in community safety programs, including public education and fire and injury prevention, helping to evolve SCES from being reactive to proactive.

Day-to-day operations of the branch are managed by Fire Marshal Dale Miller, who reports to the Deputy Chief-Community Safety and Emergency Communications.



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STRATHCONA COUNTY EMERGENCY SERVICES



Business Operations

The Business Operations branch was established in 2011, and is comprised of the service and support team for all other components of the department. The branch oversees development of the department's operating and capital budgets, and is responsible for day-to-day oversight of financial processes. The branch also leads materials management and procurement processes for SCES, marketing and external communications initiatives, and plays a leadership role in many department projects. Business Operations also provides a critical role in external contract negotiations and managing existing contracts.

Most members of the administrative support team belong to the branch, as do materials management staff and communications and marketing.

All members of the branch report to the Assistant Chief-Business Operations.

Occupational Health & Safety and Training (OHST)

The OHST branch develops, implements, and oversees safety programs for SCES. The branch is responsible for internal training and education programs, competency management and tracking, and plays a lead role in employee orientation and on-boarding. The importance of the branch is driven by its mission to keep staff safe and effectively trained; critical components of community safety.

Day-to-day operations of the branch are overseen by Division Chief Bruce Matheson, who reports to the Deputy Chief, Human Resources and Logistics.

Strathcona County Emergency Management Agency (SCEMA)

SCEMA was established in 2010, and is responsible for all aspects of emergency management for the County. This includes the coordination and maintenance of the municipal emergency and business continuity plans, emergency response planning, and support of response to major incidents.

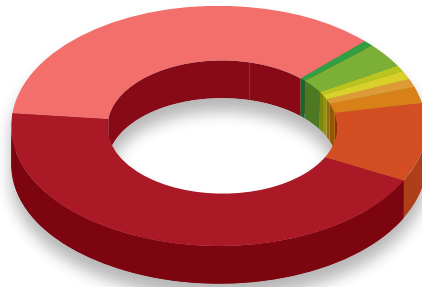
Since its inception, the branch has played a lead role in training Strathcona County, SCES, and partner organizations' staff in emergency management and Incident Command Systems (ICS). The branch is expected to be a leader in establishing practices that create a safer community.

SCEMA is overseen by the Assistant Chief-Emergency Management.

In the five year period preceding this strategic plan, SCES experienced unprecedented and rapid growth, both in terms of staffing and expectations. Change management, internal communications, and talent management are all essential organizational competencies necessary to deal with this growth.

November 2006

97 full time staff and 91 part time staff.

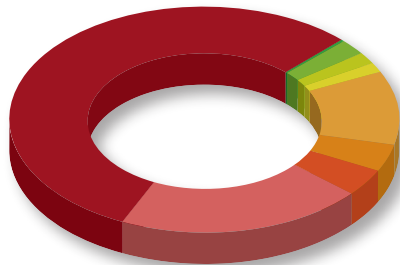


- Fire Chief
- Deputy Chiefs
- Fire Marshal
- Division Chief of Training
- Emergency Communications
- Administrative Support
- Public Safety Educators
- Firefighters, part-time

- 1 Fire Chief
- 3 Deputy Chiefs
- 1 Fire Marshal
- 1 Division Chief of Training
- 80 full time firefighters
- 65 part time firefighters
- 8 full time and 4 part time Emergency Communications Operators;
- 1 Communications Officer
- 2 full time and 2 part time administrative support staff
- 20 part time Public Safety Educators

May 2012

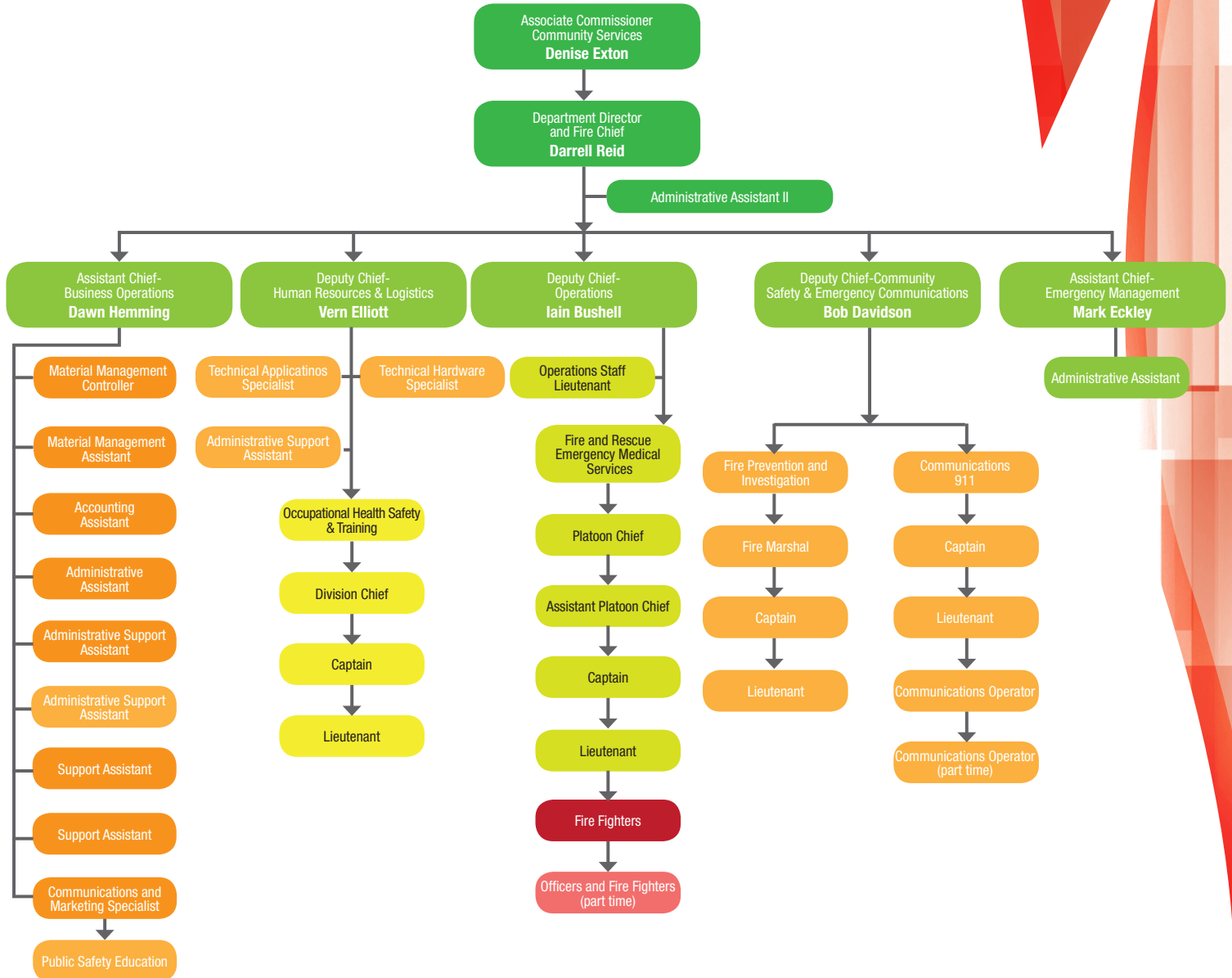
167 full time and 67 part time staff



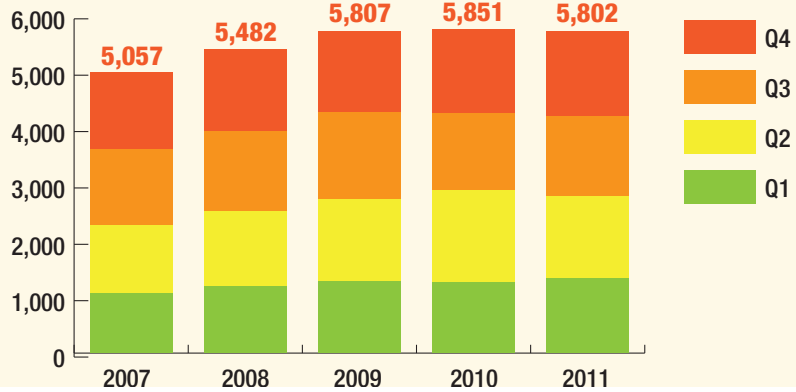
- Fire Chief
- Deputy Chiefs and Assistant Chiefs
- Fire Prevention and Investigation
- Occupational Health Safety and Training
- Emergency Communications
- Business Operations
- Public Safety Education
- Firefighters, part time
- Firefighters

- 1 Fire Chief
- 3 Deputy Chiefs
- 2 Assistant Chiefs
- Fire Prevention and Investigation branch: 1 Fire Marshal, 1 Captain and 2 Lieutenants
- Occupational Health Safety and Training branch: 1 Division Chief, 1 Captain and 1 Lieutenant
- 1 Operations Lieutenant
- 129 full time firefighters
- 48 part time firefighters
- Emergency Communications Centre: 1 Captain, 4 Lieutenants, 12 full time Emergency Communication Operators and 8 part-time Emergency Communication Operators
- Business Operations branch: 7 full time and 1 part time administrative support staff, 1 part time Communications & Marketing Specialist, 1 full time and 1 part time materials management staff
- 9 part time Public Safety Educators

Organizational Chart (May 2012)

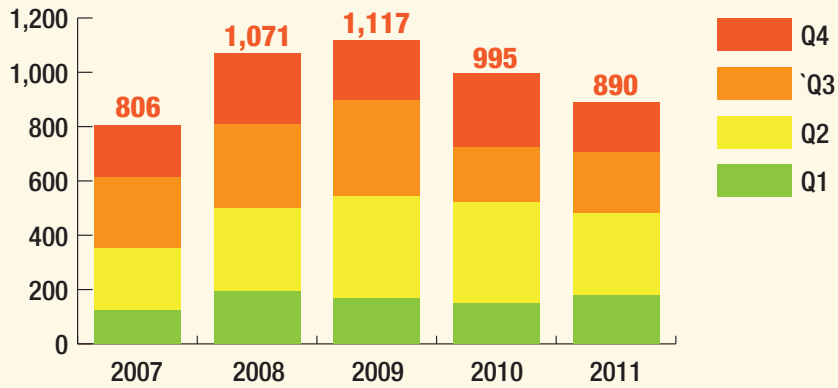


Response Volume Comparison - Total SCES Calls



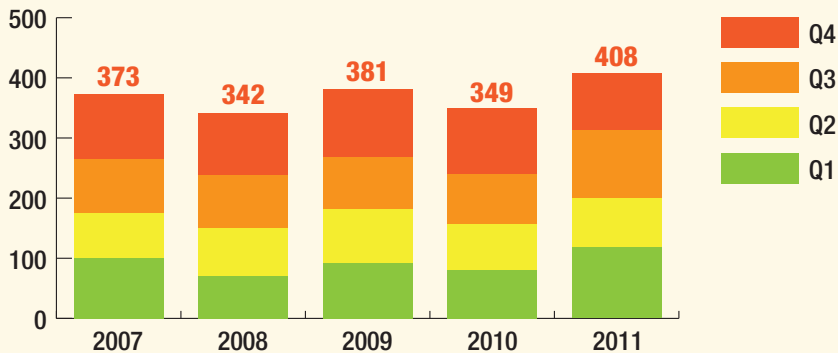
Annual increase/decrease from 2010 - 2011
-0.8%

Annual Fire Responses



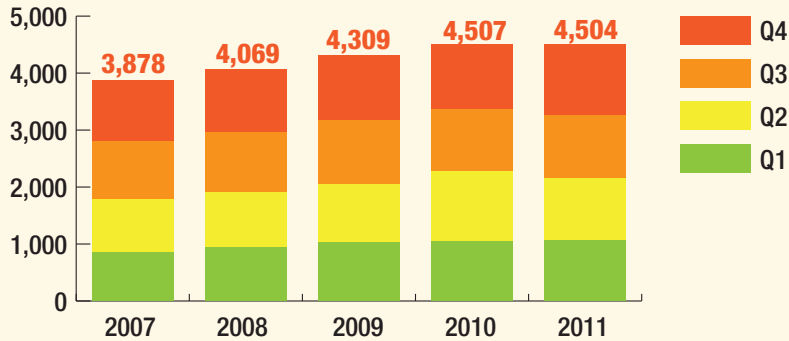
Annual increase/decrease from 2010 - 2011
-10.6%

Motor Vehicle Collisions & Rescues



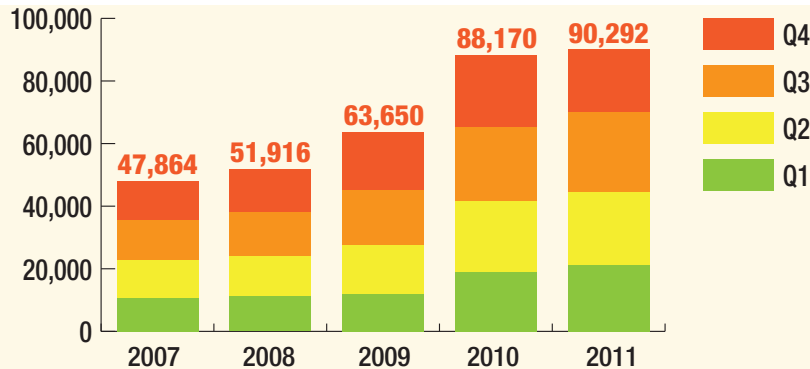
Annual increase/decrease from 2010 - 2011
16.9%

Ambulance (EMS) Responses



Annual increase/decrease from 2010 - 2011
-0.1%

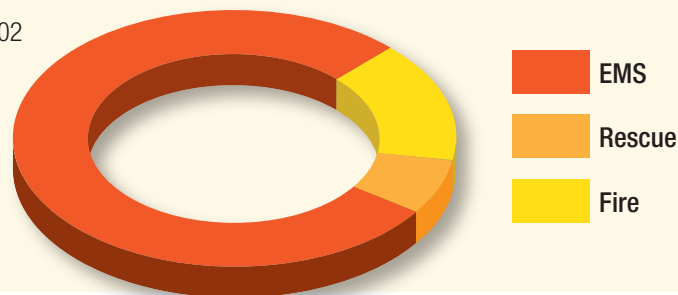
911 Calls Answered



Annual increase/decrease from 2010 - 2011
2.4%

2011 Percentage of Emergency Calls (Fire, EMS, Rescue)

Fire	890	15.34%
Rescue	408	7.03%
EMS	4,504	77.63%
Total	5,802	



Notes:

1. In 2011, Alberta Health Services responded to 369 EMS calls in Strathcona County.
2. In 2011, SCES responded to 249 EMS calls outside Strathcona County.
3. In 2011, SCES provided 91 Medical First Response (MFR) responses in Strathcona County. MFR's are triggered for high-acuity medical emergencies when no ambulance is immediately available. An advanced life support equipped and staffed fire apparatus provides an initial response to County residents in this situation.



SCES VISION

We will lead our community to be the safest in Canada.

What does our Vision mean to us?

Our first goal, and the most important outcome of all of our accumulated effort and accomplishments, is to provide a safe community for those we serve. Despite the risks and challenges that our community faces, we have a confidence and a sense of purpose that drives us to believe Strathcona County can become the safest community in Canada, and that we have an important part in achieving this vision.

To us “community” is also the emergency and fire services profession that we are proud to be a part of. We know that our innovation, our drive, and our commitment to excellence will allow us to model behaviours, implement innovative programs, and lead our industry in establishing best practices to keep our staff safe. At the same time, we will honestly and openly share lessons learned, success stories, and best practices with our partners and peers, in an effort to improve our industry’s overall performance and safety.

SCES MISSION

To protect risk the things that matter to those we serve.

What does our Mission mean to us?

We put those we serve first. In a community facing many risks, our job is to understand, monitor, plan against, and mitigate those hazards. The word “risk” within the statement is specifically general to include the philosophy of our “all-hazards” approach. Each person we serve has their own individualized perceptions about the things that matter to them, including family, friends, personal possessions, and community. Our job is to understand what matters to those in our community, and to protect those things on behalf of the people who have entrusted us to do so.

The first component of meeting our mission is educating and supporting our community members in prevention activities, including emergency management, fire, and injury prevention. Preventing an emergency from ever happening is the embodiment of our mission.

The second component of meeting our mission is planning and preparing our department and the Strathcona County corporation to manage major emergency events. This includes training staff in areas such as: emergency operations center competence and the Incident Command System (ICS), regularly updating business continuity plans, and ensuring that our emergency plans are complete and clearly understood by all those who utilize them.

The third component of meeting our mission is ensuring that all elements of our emergency response, from the 911 call until the event is resolved, are accomplished at the highest standard possible. This means that we need the right people, the right leadership, the right training, the right equipment, the right resources, and the right partnerships.

Value Story

Leadership

We inspire, motivate and empower others.

In 2011 SCES staff responded to Slave Lake, Alberta, playing a critical part in limiting the impacts of the largest fire-related disaster in Canadian history. On the first night, SCES provided the first external incident command for the disaster, and contributed an engine crew of four to work in the most impacted part of the town. During that night many key pieces of infrastructure were saved by a team of firefighters representing departments from across Alberta.

Later in the event, SCES provided two Incident Management Teams (IMT) of SCES and County staff, who led the Slave Lake emergency operations centre for a week. The IMT members had many accomplishments in their time in Slave Lake, forging relationships and friendships which will last for a lifetime. Although the teams can reflect with satisfaction on the results achieved during their work in the Emergency Operations Centre (EOC), the outcome which was most exciting was the transition of the EOC to a recovery operations centre. To achieve this goal, IMT members mentored, trained, and then turned over each of their individual roles and responsibilities to local community and municipal leaders. The step from emergency operations to recovery operations, facilitated directly by SCES and Strathcona County staff, was a turning point in the overall recovery for the municipalities impacted by the fire.



SCES CORE VALUES

Respect

We honour those we serve and those who serve with us.

Synergy

We work together to achieve more.

Leadership

We inspire, motivate and empower others.

Community

We are committed to the well-being of all.

Progress

We improve through innovation and we finish what we start.

Ownership

We take responsibility for our actions and each other.

Integrity

We will not compromise our values.

What do our core values mean to us?

Each strategic planning team member chose five people whom they felt were SCES' best, and identified the reasons they felt that way. The traits, characteristics, and attributes of all of SCES' chosen members were compared, analyzed, and refined. In the end, these seven core values emerged.

Our core values are not what we aspire to achieve. They are what our best already demonstrate every day. They are a reflection of who we are.

SCES MOTTO

Honoured to serve. Inspired to lead.

What does our motto mean to us?

We serve a great community, and we are honoured to protect it. We realize we are not entitled to the positions we hold, and we are accountable to those who trust us to do our best on their behalf.

The formal and informal leaders within our ranks, the support we receive from our community, and the energy of our commitment all drive us to be the best that we can be. We are proud and humbled to seek the mantle of leadership, knowing that the label comes with much scrutiny and great responsibility.

ENVIRONMENTAL SCAN

Two SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses were completed by members of SCES; one by members of the management team and the other by the SPT. Through this process, it became apparent that there were numerous issues to tackle. Addressing them all in this strategic plan would be impossible. Through a voting process, it was decided which six critical areas this strategic plan would address. Other areas will be addressed in the 2015 to 2018 Strategic Plan.

SWOT analysis results

Strengths:

- Three person ambulance crews compared to the industry norm of two person crews
- True fire and EMS integration
- Alberta Health Services contract (revenue) to support EMS service delivery
- Involvement and reputation in the fire service community nationally, internationally, and locally
- Communication Centre performance
- Relationship with other County departments
- Relationship with Council
- Affiliation with training centres and schools
- Mutual aid agreements
- Leadership (all branches of the department)
- Economy and wealth of region
- Business focused approach to challenges and opportunities
- Department and community growth
- Diversity (specialty teams, opportunities to change branches, etc.)
- Apparatus and equipment resources
- Strong union/management relationship
- Human Resources Development (HRD) policy and staff development
- Department safety culture
- Forward and progressive thinking of management and team members
- Dedication and attitude of staff (history, culture, and identity)
- Relationship with charities
- Positive media relations
- Community minded
- Experience working with industry
- Strong public support
- Strategic planning
- Continuous improvement
- Family-minded department, family-like atmosphere at work
- Honour, commitment, and pride that many SCES staff feel towards the department
- Wellness fitness initiative, for the well-being of SCES members
- Young workforce
- Tanker shuttle accreditation

Weaknesses

- Lack of human resources (staff) in certain branches
- Lack of documented processes/ comprehensive Standard Operating Guidelines and Standard Operating Procedures
- Inadequate job descriptions and coordination
- Jack of all trades, master of none
- Too much to do, not enough time or resources
- Don't always finish projects we start
- Morale of classified staff
- Rapid growth of department
- Inconsistent internal communications
- Lack of clarity on future direction of department
- Lack of ambulance service control and hospital wait times
- Increased workload in support services
- Lack of on-boarding orientation process for all new hires
- Sense of entitlement of some staff
- Size of geographic area SCES is responsible for
- Changes in Communications Centre environment
- County budget process
- Rural water supply
- Apathy from the public
- Internal communications - lack of transparency, little information sharing, lack of analysis of information shared with department, inconsistent processes and people in materials management.
- Loss of external contracts and staffing - eg. EMS dispatch and Airport Rescue Firefighting (ARFF)
- Lack of mentorship
- Poor inter-branch relationships
- Accountability (discipline policy and corrective measures)
- Declining number of members willing to volunteer at off-hour events
- Actively recruit experienced staff and train, then don't use their skills
- Lack of training facility and resources
- Radio systems are inadequate
- Lack of Operations' branch community presence
- Duplication or redundancy of tasks and wasted effort among the branches
- Lack of recognition and reward process or system
- Density and diversity of industry in Strathcona County
- Lack of strategic planning
- Need to work on measuring customer satisfaction and customer service standards

Opportunities

- Joint training (leaders with industry, other municipalities, and County departments)
- In-house accredited training
- Dispatch/Alberta Health Services and future contracts
- Creation and growth of specialty teams (technical rescue, water-ice, Incident Management Teams, etc.)
- Collaborative relationships and regional partnerships, model for good union/management cooperation, community presence, equipment and apparatus design
- Emergency management program
- Innovative strategy implementation (various)
- Strategic inter-branch communication
- Population growth/development (new urban nodes)
- Economic upturn and future tax growth
- New hospital
- Learn more at large scale disaster (eg. spring wildfire)
- Attract (and retain) quality staff from other employment
- New user fees for various services
- Commission on Fire Accreditation International accreditation process
- Value of Canadian dollar relative to the U.S. dollar
- Succession planning at management level
- Advanced education, Human Resource Development (HRD), and career pathing
- Airport expansion in Josephburg
- Improve use of technology
- Increase number of fire inspections
- Increased development of the FireSmart program
- Marketing of department, services, and public safety education programs
- Provincial/Federal and private grants available to help fund projects

Threats

- Employee death
- Employee error
- Alberta Health Services contract
- Economic downturn and limited tax growth
- Retaining part-time staff; availability of part-time members
- Safety and security of staff
- Management change
- Size of talent pool and hiring growth
- Aging industrial development and pipeline network
- Transportation network (eg. railways and road system with significant hazardous materials transportation)
- Succession planning (lack of)
- Growth (urban, rural – too much, too little)
- Socio-economic factors/demographics, aging population, growth of nursing home facilities
- Construction practices, building codes, high rise and bi-rise
- Fire proofing of buildings and spatial awareness
- Hospital
- Climate change (industrial mass casualty incident, tornado and natural disasters)
- Infrastructure is aging
- New types of occupancies we are not prepared for
- Culture and staff
- Community infrastructure (underground, age, boom)
- Lack of fire inspections
- Public apathy about prevention and emergency preparedness
- Limited public education program
- Lack of comprehensive alerting protocol
- Relationships with Corporate Services departments
- Hay classification (impacts classified staff)
- Regionalization
- Changes in municipal leadership (potentially new Council every three years)
- Staff mental health (including post-traumatic stress disorder)
- Hospital wait times
- Lack of ambulance control
- Lack of medical direction



Photo courtesy
Sherwood Park News

GOALS AND OBJECTIVES

Logic models provide details for each goal of the plan. Within the logic models, SMART (specific, measurable, achievable, relevant, and time-based) objectives are utilized to describe every output and outcome. Financial and human resource needs and considerations are detailed in Appendices C to H in the “inputs” section.

Prioritization

This plan has been built with the expectation that SCES will achieve the final outcome for every objective listed. Despite this focus, it is also important to assign prioritization scores to each objective listed. This enables plan responsiveness to external and internal environmental changes.

SCES chose the prioritization system utilized by Emergency Services Consulting International (ESCI) in the SCES Master Plan as the model for prioritizing objectives within the Strategic Plan. Slight modifications to wording were made in order to clearly link the prioritization model to SCES.

Each objective has been scored on a scale of 1 to 5, as follows:

- 1. Priority 1 – Immediate internal safety:** The objective deals with an improvement or initiative that solves an issue affecting the immediate safety of firefighters or other personnel. These are not matters that simply make it easier to do a particular function, but in fact make a currently unsafe situation safe.
- 2. Priority 2 – Legal or financial exposure:** The objective resolves a situation that is creating, or is likely to create, the opportunity for legal action against SCES or SCES members. It may also be a situation that subjects SCES to significant expense.
- 3. Priority 3 – Corrects a service delivery or internal performance issue:** The objective addresses a service delivery or internal performance situation that, while not creating an immediate safety risk to personnel or the public, does affect the ability to deliver service in accordance with SCES’ standards of performance. For example, adding a response unit to compensate for a growing response workload or delivering training needed to allow personnel to deal effectively with emergency responses already being encountered.
- 4. Priority 4 – Enhances the delivery of a service or an aspect of internal performance:** The objective improves the delivery of a particular service. For example, relocating a fire station to improve response times to a particular part of the municipality or adding a piece of equipment that will improve the delivery of a service.
- 5. Priority 5 – A good thing to do:** The recommendation doesn’t fit within any of the above priority descriptions, but is still worth doing and can enhance SCES’ morale or efficiency.

Value Story

Integrity

We will not compromise our values.

The patient comes first for SCES. SCES is proud to be an integrated service, offering both fire protection and emergency medical services (EMS) to Strathcona County. When the provincial government announced that EMS funding and governance would be shifted to Alberta Health Services (April, 2008), SCES chose not to compromise its service level and worked to maintain the most integrated fire department service delivery model in Canada.

Strathcona County is unique in that all ambulances have a three-person crew (industry standard is two). This extra person provides much-needed assistance with safety (eg. scene management, assistance with hauling equipment, etc.), a value that SCES holds strong. It also provides better overall patient management and outcomes.



Firefighter- Emergency Medical Technician
Steve Hartlin



HONOUR TO SERVE
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STRATHCONA COUNTY EMERGENCY SERVICES

Goal 1

SCES will become a Canadian leader in the implementation of community safety programs.

(see Appendix C for detailed logic model)

Why is this important to SCES:

To facilitate the transition from being reactive to being proactive, SCES needs to improve community awareness, preparedness, and understanding of the value of prevention activities. The traditional fire department activities of fire prevention and inspections are important and require significant enhancement by SCES. Also the addition of emergency management initiatives and injury prevention programs are critical to improving community safety.

SCES wants to facilitate safer homes, businesses, and industrial facilities. We want to ensure that community leaders, residents, business owners, partners, and visitors are prepared for emergency events. Personal preparedness improves the readiness and resilience of the community during and after a disaster.

This goal directly supports SCES' Vision, "We will lead our community to be the safest in Canada."

Responsibility: Assistant Chief-Emergency Management

Final Outcome:

By May 31, 2015, SCES will demonstrate significant improvement in the area of community safety for Strathcona County by achieving at least four out of five Goal 1 objectives.

Objective 1A - By May 31, 2015, SCES will demonstrate significant improvement in emergency preparedness of Strathcona County residents, measured through achieving at least 12 out of 15 final objective 1A outcomes.

Priority 3 – Corrects a service delivery or internal performance issue

In 2011, SCES conducted an in-depth study that included a community survey of emergency preparedness and community notification expectations. This survey provided extensive baseline data for SCES to measure future results against.

Some examples of low scores included:

1. Only 52 per cent of residents had prepared their households to handle emergencies without outside assistance for at least 72 hours.
2. Only 29 per cent of residents had a home plan for sheltering in place.
3. Only 29 per cent of residents had an evacuation plan if requested to evacuate.
4. Only eight per cent of residents had the Strathcona County Emergency Preparedness Guide.
5. Only 50 per cent of residents felt Strathcona County was prepared for a major disaster.

Performance indicators overview (final outcomes):

There are 15 outcomes for this objective, all utilizing the results of the 2011 community survey questions. SCES' goal is to markedly improve scores in all 15 areas over the three years of the SCES Strategic Plan.

Critical tasks:

To achieve this objective, SCES will:

1. Conduct the annual "Get Prepared Strathcona" event as part of Emergency Preparedness Week.
2. Position ourselves as a leading supporter of the Alberta Emergency Alerting System.
3. Implement campaign to educate residents, businesses, and educational institutions about their roles and responsibilities for emergency awareness and personal preparedness.
4. Implement an emergency management public education program.
5. Implement a reverse 911 community notification system.
6. Complete a study on the establishment of sirens for community notification.
7. Implement electronic signboards for community notification.
8. Implement an emergency response plan for mass gatherings and special events.
9. Survey Strathcona County residents to gauge levels of emergency awareness and preparedness to compare against initial survey.

What will achieving this objective accomplish?

Improving 15 areas of emergency awareness and preparedness within Strathcona County over the next three years will have a significant positive impact on overall community safety. A prepared community is more self-sufficient during a major emergency, allowing response agencies, including SCES, to focus on event mitigation and response during the incident. The community survey clearly indicated public interest in learning more about emergency management to assist residents in preparing their households and businesses.

Objective 1B - By May 31, 2015, SCES will lead significant improvement of the Strathcona County all-hazards emergency management program, as evidenced by successful completion of at least five out of six final objective 1B outcomes.*Priority 3 – Corrects a service delivery or internal performance issue*

In recent years SCES has had a strong focus on all-hazards emergency management, with a consistent approach to prepare and plan for all types of risk in the community.

Performance indicators overview (final outcomes)

1. In 2014, SCES will deploy an Incident Management Team (IMT) within four hours as required for Strathcona County incidents, at least 95 per cent of the time.
2. In 2014, SCES will deploy an IMT anywhere requested in Alberta within 24 hours or the requested time, whichever is longer, at least 80 per cent of the time.
3. In 2014, at least 90 per cent of Directors whose departments completed the business continuity plan exercise will indicate satisfaction with the exercise.
4. In 2014, Strathcona County will be compliant with 100 per cent of legislated Provincial regulations regarding emergency management.
5. In 2014, Strathcona County staff with emergency management roles will indicate at least 90 per cent positive scores for having confidence and competence in their emergency management roles.
6. In 2014, Strathcona County staff working or exercising in the permanent Emergency Operations Centre (EOC) will indicate at least 90 per cent satisfaction with the facility.

Critical tasks

To achieve this objective, SCES will:

1. Implement three IMT's to provide 24/7 coverage for long duration local events.
2. Ensure that all three IMT's complete an annual training exercise.
3. Annually submit the Strathcona County Municipal Emergency Plan to the Alberta Emergency Management Agency.
4. Lead one-third of County departments through business continuity exercises each year.
5. Lead an annual EOC exercise for Strathcona County.
6. Create an annual report on all emergency management activities for internal stakeholders.
7. Commission the new primary Strathcona County EOC.
8. Commission the new back-up Strathcona County EOC.
9. Ensure that members of the Strathcona County Emergency Management Agency (SCEMA) participate regularly in at least three regional mutual aid or emergency management partnerships.
10. Survey Strathcona County staff assigned emergency management or EOC duties each year to gauge preparation, confidence, and competence.
11. Report annually on organizational competence and confidence in emergency management, based upon actual events, exercises, training outcomes, and staff surveys.

What will achieving this objective accomplish?

SCES will lead Strathcona County to become a best practices Canadian municipality for emergency management. High levels of staff confidence and competence in emergency management encourage overall staff interest and engagement, which in turn spreads enthusiasm for preparedness to the community.

Large scale emergencies will be managed effectively, improving social, economic, and environmental outcomes.

Objective 1C - By May 31, 2015, SCES will achieve at least 95 per cent fire code compliance rates in all daycares, hospitals, long-term care facilities, retirement homes, schools, and assembly occupancies in Strathcona County.

Priority 2 – Legal or financial exposure

The current Quality Management Plan (QMP) for fire inspections, developed over a decade ago, is woefully inadequate for a community like Strathcona County. Improving the fire inspection program is one of the highest priorities for SCES. The SCES Master Plan and the Provincial audit of the QMP, and the Fire Underwriters Survey (FUS) completed in 2011 all indicated that SCES' fire inspection program is under-resourced, underdeveloped, and ineffective.

The current QMP states that inspections only have to be done in cases of complaint or by request. This weak standard and lack of resources since the Fire Prevention and Inspection (FPI) branch was downsized in the early 1990's, has led to less than 50 fire inspections completed annually in Strathcona County. It is expected to take several years, and the addition of resources to transition to a proactive inspection program requiring thousands of occupancy inspections annually. Therefore, the first phase will focus on high risk occupancies to maximize initial positive impacts to community safety.

Building the fire inspection program is a critical initiative, that directly supports other objectives in this plan. For example, fire related deaths, fire related injuries, and per-capita fire dollar loss will all be reduced with a strong inspection program. Firefighters and the public will be safer when preventable fires are reduced. This objective clearly supports both the SCES Mission and Vision.

Strathcona County will achieve a higher score on the FUS when a robust inspection program is implemented. This will lead to the opportunity for reduced fire insurance rates for County residents and businesses. In fact, in the 2011 survey SCES and the County scored well in the FUS areas of Fire Department Operations, Communications, and Water Supply. The inadequate fire inspection program was the only barrier to Strathcona County receiving a higher FUS rating.

Performance indicators overview (final outcomes)

1. In 2015, at least 65 per cent of occupancies scheduled for inspection will be prepared for the inspection with pre-completed forms.
2. In 2015, at least 95 per cent of pre-inspection materials will be available online.
3. By May 31, 2015, SCES will achieve at least 95 per cent fire code compliance rates in all daycares, senior centres, schools, and assembly occupancies in Strathcona County.

Critical tasks

To achieve this objective, SCES will:

1. Implement a fire company inspection program.
2. Ensure that all FPI Lieutenants complete their Level 1 Safety Codes Officer training.
3. Complete an occupancy specific pre-inspection education package.
4. Directly provide occupancy specific pre-inspection packages to all daycares, seniors care facilities, schools, and assembly occupancies in Strathcona County.
5. Launch the FPI section on the SCES website with occupancy specific material for clients to download.
6. Increase the number of fire inspections of high risk occupancies.
7. Rewrite the QMP to reflect a standard consistent with a community the size of Strathcona County.

What will achieving this objective accomplish?

Implementing a complete fire inspection program for high risk occupancies is a priority first step in rolling out a comprehensive fire inspection program for all required occupancies. Strathcona County will be a safer community. A higher score on the Fire Underwriters Survey is achievable with a stronger fire prevention program.

Objective 1D - By May 31, 2015, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 14 out of 17 final objective 1D outcomes.

Priority 3 – Corrects a service delivery or internal performance issue

SCES has determined that FireSmart is the most effective program available to reduce wildland urban interface fire risk. Since 2008, fire in the Strathcona County wildland urban interface has become the highest risk faced by SCES.

Value Story

Ownership

We take responsibility for our actions and each other.

Members of the department play a major role in decisions made about what operational procedures to use, which apparatus and equipment to purchase, what training programs need to be developed or tweaked, and which uniforms and protective equipment will be worn. Committees play an integral role in the department to ensure that staff has the opportunity to be involved and provide input into various areas of the department; what requires change and what needs to be acted upon immediately or considered for the future.

As a result of decisions made by the Safety Clothing Committee, SCES was one of the first fire departments to provide each firefighter two sets of bunker gear to alleviate down-time during an incident because gear has become wet, destroyed, or is not safe. Also, approximately seven years ago, the Apparatus and Equipment Committee set a new standard of necessary equipment required for an ambulance. In fact Crestline, the company that manufactures ambulances, used many of SCES specs and has made it part of the basic ordering package.



Firefighter- Emergency Medical Technician
Chris Keen



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Significant fires in 2008, 2009, and 2011 highlighted this risk. Wildland fire risk in the County continues to increase, as densification occurs in rural areas and environmental conditions continue to increase the likelihood of wildfire.

SCES conducted an in-depth survey of Strathcona County rural residents in 2010. This survey provided important baseline data on the perceptions of residents regarding wildfire risk and the level of wildfire prevention activities in rural areas.

Performance indicators overview (final outcomes)

Evidence of success will include:

1. Completion of a successful firebreak pilot.
2. Completion of a successful prescribed burn pilot.
3. Completion of a FireSmart interpretive area.
4. Improved scores on at least 14 survey questions related to resident completion of FireSmart activities or awareness of wildfire issues, compared to baseline data collected in 2010.

Critical tasks

To achieve this objective, SCES will:

1. Develop a community social-based marketing FireSmart communications strategy.
2. Ensure SCES has specialized FireSmart resources.
3. Plan annual FireSmart activities.
4. Incorporate wildfire hazard home and site assessment scheduling into the fire permit process.
5. Establish a database of rural neighbourhoods that would benefit from FireSmart.
6. Complete a wildfire hazard assessment for Strathcona County.
7. Implement regular wildfire surveys of rural County residents.
8. Implement a firebreak pilot to protect an at risk rural neighbourhood.
9. Implement a prescribed burn pilot to reduce risk in an at risk area.
10. Implement a FireSmart interpretive area on a Strathcona County site deemed at risk.

What will achieving this objective accomplish?

Establishing a higher level of wildfire awareness and prevention activities in rural Strathcona County will assist SCES in mitigating our most significant current risk to people and property. Wildfires have cost Strathcona County millions of dollars since 2008, caused the evacuation of County residents, and impacted air quality and other environmental metrics. This objective clearly supports both the SCES Mission and Vision.

Objective 1E – In 2014, SCES will have non-emergency contact with at least 12 per cent of Strathcona County residents.

Priority 5 – A good thing to do

Historically, most contacts between the public and SCES have been during emergency situations. SCES realizes the importance of building positive relationships with those we serve, and in many cases this can be done more effectively in non-emergent situations. Providing non-emergency services, such as public education and prevention, is a key focus of SCES in the future. Non-emergency contacts can provide a medium for improving the public's awareness in areas such as emergency management and preparedness, injury prevention, and fire prevention. Increasing awareness of prevention measures is key to SCES' move towards becoming more proactive.

Like any organization, SCES needs to be concerned with reputation management. Taking opportunities to engage those we serve is an excellent tool for building on our reputation as a trusted, high-performance, and customer-focused department.

Performance indicators overview (final outcomes)

Evidence will include documentation to demonstrate that SCES had direct, non-emergency contact with at least 12 per cent of Strathcona County residents in 2014.

Critical tasks

To achieve this objective, SCES will:

1. Establish an SCES Community Safety Program Committee.
2. Develop a three year community safety program delivery forecasting tool.
3. Implement a review system for SCES incidents that identifies areas of risk-based community safety programs to focus on.
4. Perform an annual community safety program gap analysis.
5. Survey the public to target community safety program needs.
6. Complete an annual report identifying quantity and type of non-emergency contacts.

What will achieving this objective accomplish?

Achieving this objective will further build ties between SCES and the community. Designing effective community safety programs targeted to the Strathcona County audience will help ensure that the non-emergency contacts have legitimate value for the community, directly increasing the safety of those we serve.

Goal 2

SCES will become the Canadian emergency services leader in operational excellence.

(see Appendix D for logic model)

Why is this important to SCES?

SCES is a dynamic organization serving a complex community. The scope and scale of operations make the goal of being the leader in operational performance challenging. Few Canadian emergency services organizations provide a seamlessly integrated service model of fire, rescue, advanced life support, external emergency communications, special operations, and significant wildland urban interface response. Furthermore, few provide services with such a diverse urban, rural, and industrial stakeholder base. To be a leader, SCES will need a strong focus on excellence to overcome the complexity of our service delivery model.

Responsibility: Deputy Chief-Operations

Final Outcome:

By May 31, 2015, SCES will demonstrate significant improvement in operational performance from the 2012 baseline, through achieving at least three out of four objectives.

Objective 2A – For 2014, SCES emergency responses will be dispatched within 80 seconds, at least 90 per cent of the time, with an average Pro-Quality Assurance (Pro-QA) audit score of at least 98 per cent.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

There are two key elements to emergency communications performance; speed and accuracy. The minimum benchmark for fire service accreditation is to dispatch a call (alert appropriate resources) within 90 seconds of the 911 call, at least 90 per cent of the time. If the SCES Emergency Communications team achieves this objective, they will significantly exceed the Commission of Fire Accreditation International (CFAI) accreditation standard.

The Pro-QA program is an auditing technology which measures items including accuracy of data gathering and customer service. The goal prior to the SCES 2012 to 2015 Strategic Plan was a current total average operator score of at least 90 per cent, however due to the high level of performance by the branch, 98 per cent was set as the new three year target.

Performance indicators overview (final outcomes)

1. In 2014, 911 calls will be answered within two rings at least 90 per cent of the time.
2. In 2014, 911 calls will be dispatched within 80 seconds at least 90 per cent of the time.
3. In 2014, the cumulative branch Pro-QA audit score will be at least 98 per cent.

Critical tasks

To achieve this objective, SCES will:

1. Complete individual performance reports for each calendar year.
2. Complete individual and branch performance reports for each calendar year.
3. Develop individual action plans to address performance gaps.
4. Celebrate staff meeting their targets.
5. Recognize the three top performers on an annual basis.
6. Complete an annual overall performance report for the branch.
7. Hold at least two emergency communications meetings per year.

What will achieving this objective accomplish?

Achieving these benchmarks means that at least 90 per cent of the time SCES resources will be dispatched within 80 seconds of the 911 call, exceeding the baseline requirements for accreditation. More importantly, it is a critical component of improved response times and supports better final outcomes for all emergencies. A Pro-QA score of 98 per cent is exceptional, demonstrating high performance customer service and dispatch accuracy (although consistent with scores being achieved by the branch during the time this plan was written).

This level of performance will place the SCES Emergency Communications Centre as a leader in the industry.

Objective 2B – For 2014, Strathcona County will have 10 per cent lower fire fatality, fire injury, and residential per-capita fire dollar loss rates than the most recently published 10 year Alberta average.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

Why do the fire suppression and fire prevention components of a fire department exist? To reduce death, injury, and property loss from fire. Comparing SCES performance in these three metrics, to the Alberta average, is relevant and challenging due to the high degree of risk and potential for high cost industrial fires within the County.

In addition to operational performance, these metrics will be heavily influenced by community safety and prevention initiatives. Monitoring performance of SCES in achieving this objective will provide insight into the performance of both the FPI branch and the Operations branch.

Performance indicators overview (final outcomes)

The following benchmarks will be measured:

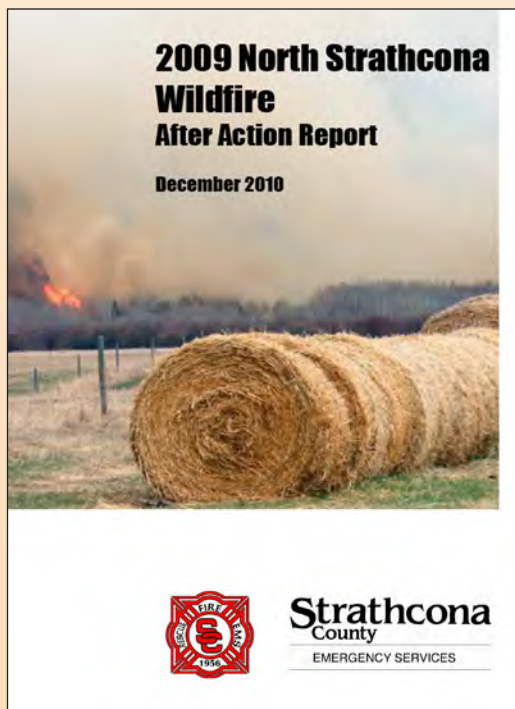
1. For 2014, Strathcona County will have at least 10 per cent lower fire fatality rates (per 100,000 persons) than the 10 year Alberta average.
2. For 2014, Strathcona County will have at least 10 per cent lower fire injury rates (per 100,000 persons) than the 10 year Alberta average.
3. For 2014, Strathcona County will have at least 10 per cent lower per-capita residential dollar fire loss compared to the 10 year Alberta average.
4. For 2014, SCES will confine at least 10 per cent more of structure fires to the room of origin than the 2012 baseline.
5. For 2014, chute times for the first responding SCES fire apparatus shall be 90 seconds or less, at least 90 per cent of the time.
6. For calls within Sherwood Park in 2014, the first due SCES unit capable of firefighting operations shall arrive within a five minute 12 second travel time, at least 90 per cent of the time.
7. For residential fire calls within Sherwood Park in 2014, 15 personnel shall be on scene within 12 minutes of the initial 911 call, at least 80 per cent of the time
8. For rural Strathcona County calls in 2014, the first due SCES unit capable of firefighting operations shall arrive within a 13 minute travel time, at least 90 per cent of the time.
9. For rural Strathcona County fire calls in 2014, at least 15 personnel shall be on scene within 20 minutes of the initial 911 call, at least 80 per cent of the time.

Progress

We improve through innovation and finish what we start.

In May 2009, SCES responded to the largest wildland fire in the modern history of Strathcona County. Coincidentally, the fire occurred in the same area that had suffered from a similar, but smaller wildfire the year before. Mistakes made and knowledge gained from these two fires, along with recommendations for improvement, were outlined in an honest and transparent After Action Report. Most of these recommendations, such as the creation of a dedicated Emergency Management branch, were implemented even before the report was published, and were so effective that SCES was among the first to be called to assist during the May 2011 Slave Lake disaster. While our firefighters shared their expertise in the field, our two IMT's led the Slave Lake EOC through the recovery stage, until it was handed back to the local authorities. As a result of the After Action Report written in response to the May 2009 wildfire, SCES spearheaded a number of new initiatives with other County departments, organizations, and the public to improve response to wildland fires.

As evidenced by the successful mitigation of several major wildfires since 2009, SCES has developed a reputation as a leader in the Province for wildfire response. SCES staff share knowledge from wildfire incidents at events across Canada and have been asked to respond to major wildfire events in Alberta. Our staff have also participated in the review and development of FireSmart materials. As well SCES has conducted in-depth, peer-reviewed research into wildfire prevention, which has been shared with fire service, municipal, and academic stakeholders.



Critical tasks

To achieve this objective, SCES will:

1. Present an annual performance report to all staff.
2. Track and compare Platoon performance, recognize the highest performing Platoon, and build action plans for below standard performance.
3. Equip apparatus bays with chute-time timers.
4. Implement apparatus seat assignments.
5. Complete Blue-Card command training for all SCES fire officers.
6. Ensure fire suppression competencies are tracked and maintained.
7. Provide performance updates annually to staff.
8. Hold at least two fire-rescue review meetings per year.

What will achieving this objective accomplish?

All of SCES work on operational performance relevant to fire suppression (strongly linked to fire prevention) has the overarching goal of reducing death, injury, and property loss due to fire. This includes drivers such as improving chute times, reducing travel times, ensuring appropriate on-scene resources, improving command competence, and having well-trained staff. On the journey to becoming the safest community in Canada, SCES will strive to achieve significantly lower fire dollar loss within Strathcona County than the average posted by the rest of Alberta.

Objective 2C – For 2014, at least 80 per cent of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural), of the first 911 call.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

Rapid and safe rescue improves patient outcomes, allows faster Advanced Life Support intervention and transport to hospital care. These performance measures are based upon the industry best practices described by the Commission on Fire Accreditation International (CFAI). In addition to time based goals, there are several actions directed towards safe operations and staffing levels.

Performance indicators overview (final outcomes)

1. In 2014, at least 90 per cent of patients will be safely extricated within 20 minutes of rescue unit arrival on scene.
2. In 2014, chute times for rescue apparatus will be 90 seconds or less, at least 90 per cent of the time.
3. In 2014, SCES traffic controls will be initiated within two minutes of first rescue unit arrival, at least 90 per cent of the time.
4. In 2014, the first due SCES rescue unit for Sherwood Park responses shall arrive within a five minute 12 second travel time, at least 90 per cent of the time.
5. In 2014, the first due SCES rescue unit for rural responses shall arrive within a 13 minute travel time at least 90 per cent of the time.
6. In 2014, for rescue calls within Sherwood Park, at least eight personnel shall be on scene within 12 minutes of the initial 911 call, at least 80 per cent of the time.
7. In 2014, for rural rescue calls within Strathcona County, at least eight personnel shall be on scene within 15 minutes of the initial 911 call, at least 80 per cent of the time.

Critical tasks

To achieve this objective, SCES will:

1. Implement the traffic control program
2. Ensure officer compliance with traffic control protocols.
3. Ensure rescue competencies are tracked and maintained.
4. Ensure special operations competencies are tracked and maintained.
5. Provide performance updates annually to all staff.
6. Hold at least two fire-rescue review meetings per year.

What will achieving this objective accomplish?

These metrics are based upon the key performance indicators required to achieve accreditation. When SCES achieves those stated goals, more patients requiring rescue will receive medical care sooner, leading to more positive patient outcomes. Faster rescue times equate to more lives saved and lower negative medical impacts to our patients.

Objective 2D – For 2014, the clinical presentation of at least 90 per cent of transported SCES Emergency Medical Services (EMS) patients upon arrival at hospital, will either be improved or stable related to their initial SCES assessment.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

The overarching goal of an EMS system is to improve or stabilize patients assessed and treated. As an Advanced Life Support (ALS) provider, SCES has highly trained professionals with many skills, tools, treatments, and medications available to achieve this goal.

For measurement, this objective specifically assesses patient outcomes for patients transported to the hospital. Patients who do not require transport are assumed to be in a stable or improved condition (relative to first contact with SCES) and are, therefore, not included in the data set.

Performance indicators overview (final outcomes)

The following benchmarks will be measured:

1. In 2014, chute times for first responding SCES EMS apparatus will be 90 seconds or less, at least 90 per cent of the time.
2. In 2014, the first due SCES ambulance for Sherwood Park responses shall arrive within a five minute 12 second travel time, at least 90 per cent of the time.
3. In 2014, the first due SCES ambulance for rural responses shall arrive within a 13 minute travel time, at least 90 per cent of the time.
4. In 2014, for EMS calls within Sherwood Park, at least three SCES personnel shall be on scene within seven minutes 30 seconds of the initial 911 call, at least 80 per cent of the time.
5. In 2014, for rural EMS calls within Strathcona County, at least three SCES personnel shall be on scene within 12 minutes of the initial 911 call, at least 80 per cent of the time.
6. In 2014, at least 97 per cent of Medical First Response will be at an ALS level.
7. In 2014, at least 99 per cent of SCES ambulance responses will be at an ALS level.
8. In 2014, at least 90 per cent of SCES transported EMS patients will have improved or stable clinical presentations.
9. In 2014, at least 95 per cent of EMS patients within Strathcona County triaged Charlie, Delta, or Echo will receive ALS from SCES.
10. In 2014, at least 97 per cent of responding SCES EMS crews will be three-person.
11. In 2014, at least 90 per cent of SCES intubation attempts will be successful.
12. In 2014, medication errors by SCES will occur in less than 0.1 per cent of patients.
13. In 2014, at least 90 per cent of SCES intravenous cannulation (IV) attempts will be successful.
14. In 2014, 25 per cent of SCES cardiac arrest patients will have pulses upon arrival at the hospital.

Critical Tasks

To achieve this objective, SCES will:

1. Ensure EMS competencies are tracked and maintained.
2. Provide performance updates annually to all staff.
3. Hold at least two EMS review meetings per year.

What will achieving this objective accomplish?

The primary objective of pre-hospital care is to stabilize or improve patient condition in the time between arriving at the patient, and delivering them to physician care within a hospital. SCES will strive to improve or stabilize at least 90 per cent of our transported patients, despite the challenges inherent in the delivery of EMS.

Goal 3

SCES will become the Canadian emergency services leader in internal communications.

(see Appendix E for logic model)

Why is this important to SCES?

Strong and effective internal communications are essential for any organization to achieve high performance. Communication up, down, and laterally is key to virtually all critical department activities and performance drivers, including staff engagement, labour-management relations, and morale. Customer service, both internal and external, requires that staff understand the department vision, mission, new initiatives, and policies. High performance necessitates information sharing between branches and individuals, staff understanding of “the big picture”, and management understanding of front-line issues.

SCES conducted a detailed internal communications survey of staff in February 2012. Scores indicated exceptionally high pride in the department, staff loyalty to SCES, and staff awareness of their role in achieving the department’s mission; three areas stood out as requiring significant improvement, specifically inter-branch communications, staff recognition, and SCES Standard Operating Guidelines (SOG’s).

Responsibility: Fire Chief

Final Outcome:

By May 31, 2015, SCES will demonstrate significant improvement in internal communications from the 2012 baseline through achieving at least three out of the four Goal 1 objectives.

Objective 3A-By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new internal communications strategies and technologies, measured through achieving at least 18 out of 20 final objective 3A outcomes.

Priority 3 – Corrects a service delivery or internal performance issue

SCES staff clearly indicated their preference for the implementation of 10 internal communications strategies and nine internal communications technologies during the 2012 SCES internal communications survey.

Performance indicators overview (final outcomes)

All 20 outcomes are staff survey questions about perceptions of internal communications, with the baseline data provided by the 2012 SCES internal communications survey. This means that the target audience (staff) will be the ones measuring our success, based on how SCES internal communications is actually working for them.

Critical tasks

SCES will implement the 10 internal communications strategies ranked highly by staff, including:

1. An SCES Annual Report.
2. “Big Picture” meetings facilitated by the Fire Chief.
3. Prominent display of Mission/Vision/Value statements in fire stations.
4. Improved SCES library.
5. SCES newsletters.
6. Management team facilitated workgroup meetings.
7. News bulletins to staff.
8. Public Relations committee calendar.
9. Fire Chief tours and inspections.
10. Online videos on major SCES news featuring the Fire Chief.

Value Story

Respect

We honour those we serve and those who serve with us.

The fire service has traditionally honoured members lost in the line-of-duty or as a result of direct occupational illness. With this concept in mind, the Strathcona Firefighters Honour Guard began raising funds in 1996 for the construction of a Fallen Firefighters Memorial at Fire Station 1. Members were extremely successful at fundraising efforts; the original 10 year fundraising campaign was reduced to six due in part to partnerships with the Strathcona Firefighters Honour Guard, International Association of Fire Fighters (IAFF) Local 2461, Strathcona County and many industrial partners.

The dedication ceremony was held on Oct. 18, 2002. At the conclusion of the ceremony, the “last alarm” was sounded, followed by a moment of silence in honour of those who have fallen in the past and who may fall in the future. The “last alarm” is traditionally sounded during the funeral service for members who have perished in the line-of-duty. At the conclusion of the moment of silence, the four flags at the memorial (Canada, Alberta, Strathcona County, and the International Association of Fire Fighters) were lowered to half-mast where they remained until sunrise on Oct. 19, 2002.



In memory of: Firefighter/Paramedic Ronald F. Raymond and Lieutenant Inspector Robert D. Martell

SCES will implement the nine internal communications technologies rated highly by staff, including:

1. Use of community alerting system to alert staff of emergent news.
2. New handheld radios.
3. Better access to computers for email, intranet, and internet access.
4. Full implementation of outlook email, including links to personal devices.
5. Competency tracking system.
6. Staff scheduling system.
7. Digital information screens in common areas.
8. Training website.
9. Meeting facilitation or video conferencing links between SCES facilities.

What will achieving this objective accomplish?

Successful incorporation of these 10 new strategies and nine new technologies will significantly enhance internal communications within SCES. This will drive successful human resource outcomes including reduced turnover, increased morale, and a higher degree of staff engagement. It will also enhance performance and customer service.

Objective 3B - By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new and accessible SCES policies and procedures, measured through achieving at least five out of six final objective 3B outcomes.

Priority 2 – Legal or financial exposure

In the 2012 SCES internal communications survey, SCES staff clearly indicated there were many problems with the current SCES Standard Operating Guidelines (SOGs). These included gaps within the guidelines, guidelines inconsistent with current SCES practice, and guidelines that do not reflect current industry practices. Weaknesses in the SOG's are a significant issue for staff.

Performance indicators overview (final outcomes)

The six outcomes are all staff survey questions. These outcomes were designed to ensure that the SOG's meet front-line needs and overall department requirements. To be successful in this objective, SCES staff must consider SCES SOG's easy to find and easy to follow. Pre-existing policy and procedure gaps must be addressed, and policy changes need to be effectively communicated.

Critical tasks

The Fire Chief will oversee a complete revision of one-third of the SOG's in each of the next three years, and will ensure that:

1. SOG's are accessible.
2. SOG's are consistently formatted, clear, and easy to follow.
3. New and updated SOG's are effectively communicated to staff.
4. Pre-existing SOG gaps are identified and corrected.

What will achieving this objective accomplish?

One of the primary performance issues for SCES is a generally weak set of SOG's. Addressing this weakness will significantly improve consistency, safety, performance, and staff satisfaction.

Objective 3C - By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an employee recognition program, measured through achieving at least five out of six final objective 3C outcomes.

Priority 3 – Corrects a service delivery or internal performance issue

In the 2012 SCES internal communications survey, staff clearly indicated a perceived weakness in employee recognition. This sentiment was much stronger outside of the Operations branch. Successful employee recognition programs are important drivers for many positive human resource outcomes, including job satisfaction, morale, staff engagement, and performance.

Performance indicators overview (final outcomes)

The six measured outcomes are all staff survey questions. Employee opinions are the best measure to gauge whether they and their teams are effectively recognized for their work, and whether internal best practices are meaningfully shared within the department.

Critical tasks

SCES will take several actions to improve employee recognition, including:

1. Implementation of the SCES Valour, Honour, Merit, and Unit Citation Medals.
2. Focused communication of kudos, achievements, successes, and best practices.
3. Regular department special events to celebrate successes.
4. Collaboration with staff to design a more effective staff recognition program.

What will achieving this objective accomplish?

Employee recognition is a documented weakness for SCES. First and foremost, staff deserve to be recognized for their excellent performance. Effective recognition drives many positive human resource outcomes, that lead to stronger organizational performance.

Objective 3D - By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an inter-branch communications program, measured through achieving at least seven out of eight final objective 3D outcomes.

Priority 3 – Corrects a service delivery or internal performance issue

In the 2012 SCES internal communications survey, staff clearly indicated that inter-branch communication, despite being important to them, was not successful. The effective sharing of information between branches is critical to achieving many elements of the SCES Strategic Plan.

Performance indicators overview (final outcomes)

All eight outcomes are staff survey questions. Staff clearly indicated in the 2012 survey, that despite the challenges for inter-branch communications within SCES, the work of other branches was important to them and their work. Engaging staff in rating inter-branch communications is the most meaningful way to measure how well it is working.

Critical tasks

To achieve this objective, SCES will implement a comprehensive program including:

1. Inter-branch meetings.
2. Information sessions facilitated by branch “ambassadors”.
3. Use of select technologies and strategies to disseminate information between branches.
4. Branch factsheets.

What will achieving this objective accomplish?

Staff have indicated that inter-branch communications is currently ineffective. Improving inter-branch communications will enable better sharing of internal best practices and information, thereby boosting performance. It will also create a more cohesive team atmosphere between SCES branches.

Goal 4

SCES will attract, retain, and develop exceptional employees through an effective and comprehensive talent management system.

(see Appendix F for logic model)

Why is this important to SCES:

High performance organizations require talented and motivated staff who need to be provided with the tools, training, and opportunities to thrive. SCES is at a unique point in its history, with nearly 40 per cent of staff having less than five years experience with the department. The attraction, identification, and retention of talent are critical to our future success.

Responsibility: Deputy Chief-Human Resources and Logistics

Final outcome:

By May 31, 2015, SCES will demonstrate implementation of an effective talent management program through achieving at least four out of five final Goal 4 objectives.

Objective 4A - By March 1, 2015, SCES will demonstrate a successful recruitment program by achieving at least six out of seven objective 4A outcomes.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

Effective talent attraction and identification are critical in the challenging Alberta emergency services labour market. SCES needs to ensure a comprehensive attraction program to position SCES as a preferred employer for potential staff, who have many options.

The selection process for all positions needs to be rigorous and challenging, allowing SCES and the candidate to make accurate decisions about fit, and to ensure that the best available talent is hired.

Performance indicators overview (final outcomes)

Three of the outcomes are survey questions for new staff designed to measure their satisfaction with the SCES recruitment process. Four outcomes are measures of SCES human resources key performance indicators.

Critical tasks

The steps to success for this objective are:

1. Completion of a standardized recruitment program for all SCES positions.
2. Implementation of recruiting package templates for all external SCES competitions.
3. Creation of a new recruiting video.
4. Consistent and effective presentations to colleges and programs with potential SCES candidates.
5. Implementation of a system to measure the cost of hire for SCES positions.

What will achieving this objective accomplish?

SCES will continue to hire the right people, despite the challenges of growth and a highly competitive labour market.

Objective 4B - By May 31, 2015, SCES will demonstrate a successful on-boarding program by achieving at least four out of five objective 4B outcomes.

Priority 3 – Corrects a service delivery or internal performance issue

Effective on-boarding builds staff confidence and competence in their position. The quality of an employee's first year in a new workplace is proven to have a major impact on their loyalty to the organization, and is a direct driver of tenure. SCES rapid growth means that there is potential for new staff every year.

Coaching is an important component of on-boarding, and can provide value to both the coach and coached.

Performance indicators overview (final outcomes)

Two of the outcomes measure new staff satisfaction with on-boarding and coaching during their first year at SCES. One of the outcomes measures coach satisfaction with the on-boarding and coaching process. Two of the outcomes measure the percentage of full-time and part-time staff who remain at SCES for longer than one year.

Value Story

Synergy

We work together to achieve more.

SCES has developed many partnerships with other County departments and external organizations proving that working together achieves more.

Over 200 County staff have received training from SCES in emergency operations centre and incident command system, greatly improving the organization's bench strength for dealing with disasters and major emergencies. This training is a benefit not only to the County, but is also a valuable resource for assisting other municipalities overwhelmed by emergency events.

SCES has worked closely with other County departments to ensure safe housing for daily assisted living (DAL) senior citizens, and to protect the community with industrial buffer zones. Community plans and industrial development are also approached from a team-based perspective.

SCES has been a regional leader in the development of mutual aid agreements and organizations, including municipal groups such as the Capital Region Emergency Preparedness Partnership (C-REPP), and industrial groups including the Northeast Region Community Awareness Emergency Response (NRCAER) and Strathcona District Mutual Assistance Program (SDMAP). Our community, and our neighbours, are safer because of these collaborative relationships.



Critical tasks

The steps to success for this objective are:

1. Implementation of a standardized on-boarding program for all SCES positions.
2. Implementation of a mentorship program for all SCES positions.

What will achieving this objective accomplish?

New SCES staff will have the best opportunity to thrive in the workplace. Successful integration of new staff benefits all SCES stakeholders. SCES staff retention rates will stay at a high level.

Objective 4C - By May 31, 2015, at least 95 per cent of SCES staff will indicate that their job description is accurate and that they understand it.

Priority 3 – Corrects a service delivery or internal performance issue

SCES job descriptions in general require updating, and in some cases substantial rewrites. This is required to accurately reflect current position expectations, duties, and accountabilities.

An accurate job description improves the level of understanding and clarifies expectations for the employee. Appropriately considering and capturing the actual scope and scale of workload and responsibilities of each position is important for organizational function, staff morale, and performance management. Succession planning, effective career advancement, and accurate remuneration all require appropriate organizational and position design.

Performance indicators overview (final outcomes)

Evidence will be that at least 95 per cent of surveyed staff agree their job description is accurate and that they understand it.

Critical tasks

The steps to success for this objective are:

1. Update job descriptions for every position; completed collaboratively with individuals or groups affected.
2. Ensuring that all job descriptions are consistent with defined corporate expectations for formatting and content.
3. Develop a communications plan to ensure that each staff member is allowed the opportunity to effectively review, comment on, and confirm their job description.

What will achieving this objective accomplish?

Completion of this objective facilitates staff understanding of their job functions. The process incorporates checks and balances designed to ensure accuracy and fairness for staff. It is important that job descriptions be complete to ensure appropriate job classification within the County system.

Equitable, accurate, and appropriately designed job descriptions allow for effective organizational design and ensure that expectations of staff are clearly communicated.

Objective 4D - By May 31, 2015, at least 80 per cent of SCES staff will indicate that their most recent performance review improved their career planning and performance.

Priority 3 – Corrects a service delivery or internal performance issue

Successful performance management is one of the lead traits of a high performance organization. Performance, morale, staff engagement, succession planning, and employee career planning are all supported by an effective performance review system.

The organizational review completed by an external consultancy on behalf of Strathcona County in 2011 included a survey. One finding of the survey was that “40 per cent of respondents indicated that their last performance review was not helpful in identifying areas for improvement.” The consultant stated “professional development should always be a core component of performance reviews.”

Performance indicators overview (final outcomes)

Evidence will be that at least 80 per cent of surveyed SCES staff found their last performance review helped them to improve performance and provided opportunities for career planning.

Critical tasks

The steps to success for this objective include:

1. Implement an improved performance review process for all staff.
2. Ensure all members responsible for providing performance reviews are effectively trained.
3. Implement a 360 degree review program for all officers and supervisors.
4. Implement a system to develop individual action plans to improve performance.

What will achieving this objective accomplish?

Effective performance management is at the heart of any high-performance organization. Meaningful performance reviews can be motivating and educational for staff, and build trust, loyalty, and engagement. Poorly communicated, inadequate, or missed performance reviews can have the opposite effect.

360 degree reviews provide essential feedback to leaders about their strengths and weaknesses, enabling the design of action plans to improve leadership and management competencies.

Objective 4E - By May 31, 2015, at least 80 per cent of SCES staff will meet their individual annual competency tracking targets for the previous 12 months.

Priority 2 – Legal or financial exposure

Competency is important in any industry, but none more so than emergency services where lives can literally depend on it. Command competencies for officers, dispatch competencies for emergency communications operators, and fire suppression, rescue, and EMS skills for firefighters are all examples of critical skills.

The 2012 Strathcona County Organizational Review survey results indicated “44.3 per cent of respondents don’t believe under-performing employees are appropriately managed.” The development of competency tracking targets and an action plan for improved performance, allows forward progress for all staff. Performance gaps of individuals will be measured and actively managed.

Legal drivers, including Workers Compensation Board and Occupational Health and Safety legislation, also make it clear that a competency maintenance program is expected in emergency services organizations. An effective program reduces liability and legal exposure for members, the department, and the County.

Performance indicators overview (final outcomes)

Evidence will be SCES records documenting that at least 80 per cent of department members have met 100 per cent of competency tracking targets over a 12 month period ending May 31, 2015.

Critical tasks

To achieve this objective, SCES will:

1. Complete Job Performance Requirements (JPR’s) for all positions requiring skills tracking.
2. Implement an annual schedule for JPR based skills competency lists.
3. Implement a tracking system for JPR competencies.
4. Implement a staff orientation program for the skills maintenance program.
5. Create skills training manuals for each branch.
6. Provide all staff with secure electronic access to their training records.
7. Provide all supervisors with secure electronic access to their staff’s training records.
8. Create an annual report on skills maintenance program successes and challenges.

What will achieving this objective accomplish?

SCES staff will be safer. Those we serve will be safer. Overall performance will be improved.

Goal 5

SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

(see Appendix G for logic model)

Why is this important to SCES:

The Commission on Fire Accreditation International (CFAI) accreditation model is the only international set of performance criteria by which an agency and their community can evaluate service levels and quality of fire, EMS, and other services provided to stakeholders. Out of over 35,000 North American fire departments, only 150 have achieved accreditation. The commitment to continuous improvement and quality management demonstrated by achieving accreditation is a meaningful goal for SCES. It will, in a measurable way, place SCES among the leaders in the emergency services industry.

Responsibility: Deputy Chief-Operations

Final Outcome:

By May 31, 2015, SCES will apply for Commission on Fire Accreditation International (CFAI) accreditation, with preparation for the accreditation process demonstrated by completing all four objectives.

Objective 5A - By May 31, 2015, SCES will complete a community risk analysis on behalf of Strathcona County, as per the Commission on Fire Accreditation International (CFAI) Self-Assessment Guidelines.

Priority 3 – Corrects a service delivery or internal performance issue

Community risk analysis is a difficult and time consuming, but essential planning task for a modern emergency services organization. SCES needs to assess risk in Strathcona County, create effective community policy to address risks, and implement operational and other strategies to mitigate them. SCES will benefit by increasing information sharing with other County departments involved in risk assessment and planning.

Performance indicators overview (final outcomes)

Evidence will be a completed community risk analysis for Strathcona County, designed to meet or exceed CFAI self assessment guidelines.

Critical tasks

The community risk analysis will include:

1. Scanning the environment.
2. Identifying community risks.
3. Identifying service level objectives.
4. Completing a distribution and concentration study.
5. Completing a reliability study.
6. Completing a response time performance study.
7. Completing an overall evaluation.
8. Briefing the governing body.

What will achieving this objective accomplish?

SCES will prove that we have an in-depth understanding of the specific risks within Strathcona County, and the risk analysis will facilitate effective completion of Standards of Cover (SOC), planning processes, and mitigation strategies.

Objective 5B - By May 31, 2015, SCES will complete the CFAI self-assessment process.

Priority 3 – Corrects a service delivery or internal performance issue

SCES will complete the CFAI self-assessment document by May 31, 2015. The plan includes completion of 50 per cent of core competencies in the first year, an increase to 90 per cent of core competencies in the second year, and 100 per cent of core competencies in the final year.

Completion of the CFAI self-assessment process is a critical step for SCES to be prepared to apply for accreditation early in the next three year strategic phase.

Performance indicators overview (final outcomes)

Evidence will be completion of the CFAI self-assessment.

Critical tasks

Completion of self-assessment for all 10 criteria, including:

1. Governance and administration.
2. Assessment and planning.
3. Goals and objectives.
4. Financial resources.
5. Programs.
6. Physical resources.
7. Human resources.
8. Training and competency.
9. Essential resources.
10. External systems relationships.

What will achieving this objective accomplish?

The most important advantage of completing this self-assessment is that it will drive ongoing continuous improvement in all aspects of SCES' service delivery. Weaknesses and gaps will be identified as part of self-assessment, with action plans developed to address them. As well, SCES will better understand its' strengths compared to other emergency services organizations.

The final goal of achieving this objective is to prepare SCES for CFAI accreditation.

Objective 5C - By May 31, 2015, SCES will publish an updated Standards of Cover (SOC) document in accordance with the CFAI accreditation program.

Priority 3 – Corrects a service delivery or internal performance issue

The SOC provides SCES stakeholders with information on operational performance and integrated risk management planning. It is closely linked to the department's strategic plan and master plan. Areas such as risk assessment, resource deployment, and analysis of current performance are included.

Performance indicators overview (final outcomes)

Evidence will be a completed 2015 to 2018 SOC document for SCES by May 31, 2015.

Critical tasks

Steps in the development of the 2015 to 2018 SOC will include:

1. Communication of the 2012 to 2015 SOC to all SCES staff by November, 2012.
2. Completion of the updated 2015 to 2018 SCES SOC by May 31, 2015.

What will achieving this objective accomplish?

The SOC document provides SCES stakeholders, including the public and elected officials, with an in-depth and transparent view of SCES performance. It also provides details on risk within the County, and integrated plan to reduce risks. The SOC document can provide valuable information on existing and future resource requirements.

Objective 5D - By May 31, 2015, the Fire Chief will approve the 2015 to 2018 SCES Strategic Plan.

Priority 3 – Corrects a service delivery or internal performance issue

Using the model from the 2012 to 2015 SCES Strategic Plan, with improvements made through feedback from planning team members and other stakeholders, SCES will develop the next three year plan during the last six months of the current plan.

Performance indicators overview (final outcomes)

Evidence will be a completed 2015 to 2018 SCES Strategic Plan by May 31, 2015.

Critical tasks

Steps in the development of the 2015 to 2018 Strategic Plan will include:

1. Review and analysis of the performance of the 2012 to 2015 planning process.
2. Selection of the Strategic Planning Team.
3. Completion of the 2015 to 2018 SCES Strategic Plan by May 31, 2015.

What will achieving this objective accomplish?

Using the same general approach of establishing a strategic planning team with appointed and elected members representing all components of SCES, the Fire Chief will lead the creation of the next three year SCES Strategic Plan built in part upon the results of the 2012 to 2015 Strategic Plan.

Goal 6

SCES will develop and implement a model municipal Management Accountability Framework (MAF).

(see Appendix H for logic model)

Why is it important to SCES:

Strong leadership increases organizational performance. The MAF was originally designed for Canadian Federal government departments. It provides a template for assessing management accountability and performance through peer review, audit, staff surveys, and stakeholder surveys, including public satisfaction. The standard is rigorous, and its use by Federal departments provides SCES with comparable data for other Canadian organizations. As the name suggests, the process holds SCES management accountable to core competencies, including strong leadership, organizational management, communication, ethics, and innovation.

The use of the MAF by a municipal fire department is ground-breaking and innovative. SCES is confident that our utilization of the MAF to measure leadership and organizational performance will provide a useful model for other emergency services organizations and municipal departments.

SCES has selected the following 10 MAF criteria to measure and continuously improve:

1. Values and ethics
2. Managing for results
3. Citizen focused service
4. Financial management and control
5. Security management
6. Integrated risk management
7. People management
8. Procurement
9. Information management
10. Project management

SCES' goal to pass at least eight out of 10 criteria in the first review is challenging, and would indicate a high degree of success for an initial review compared to the results of Federal government departments. Based upon the size of SCES in terms of staffing, a MAF review is required every three years.

Responsibility: Assistant Chief-Business Operations

Final Outcome:

By May 31, 2015, using the Canadian MAF assessment scale, SCES will score "strong" or "acceptable" in at least eight out of 10 SCES management areas, with a logic model for addressing any identified deficiencies included in the 2015 to 2018 SCES Strategic Plan.

Objectives 6A - By Feb. 28, 2015, SCES will complete the first comprehensive evaluation of the SCES MAF.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

This will be the first comprehensive MAF evaluation completed for SCES, with future evaluations every three years.

Performance indicators overview (final outcomes)

Evidence will be clear data and descriptions of how SCES scored in each of the 10 MAF areas.

Critical tasks

To achieve this objective SCES will:

1. Complete the measurement tools and evidence requirements template for all 10 MAF areas.
2. Select, orient, and equip the MAF audit team.
3. Complete all aspects of the audit.
4. Complete the MAF audit report, including all assessment findings and all data from measurement tools and surveys.

What will achieving this objective accomplish?

Completion of the MAF audit will provide SCES with clear insights into the effectiveness of the management team, with transparent results for all stakeholders including staff. Results will support quality improvement, performance management, and leadership development processes.

Objective 6B - By April 1, 2015, SCES will include a summary of assessment scores and analyzed results of the MAF in the 2014 SCES Annual Report.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

Development of the report will allow SCES to clearly communicate MAF results to stakeholders, including staff. This provides transparency and drives accountability for improved management performance.

Performance indicators overview (final outcomes)

Evidence of success will be the completed report, with no gaps in analysis of any of the 10 MAF areas. Further evidence will be inclusion of the report summary in the SCES Annual Report.

Critical tasks

SCES will:

1. Complete the report.
2. Ensure accessibility to the report for all interested stakeholders.
3. Include key MAF results in the 2014 SCES Annual Report.

What will achieving this objective accomplish?

Including the MAF results in the SCES Annual Report increases accountability and drives performance improvements through transparent communication with Council, municipal administration, SCES staff, and the public.

Objective 6C - By May 31, 2015, the SCES 2015 to 2018 Strategic Plan will include a logic model for improving deficiencies identified in the first SCES MAF evaluation.

Priority 3 – Corrects a service delivery or internal performance issue

Knowledge and data gained from completing the SCES MAF assessment and report will facilitate the 2015 to 2018 SCES Strategic Planning Team's (SPT) development of a logic model to improve MAF scores and address deficiencies in the next Strategic Plan.

Performance indicators overview (final outcomes)

Evidence of success will be a logic model for the SCES MAF included in the 2015 to 2018 Strategic Plan, designed to address deficiencies and lead to overall quality improvement.

Critical Tasks

To achieve this objective, SCES will complete several steps including:

1. Provide MAF data and results to the SPT.
2. Develop a logic model for 2015 to 2018 MAF.
3. Include the new MAF logic model in the 2015 to 2018 SCES Strategic Plan.

What will achieving this objective accomplish?

SCES staff will be aware of the expectations for the management team. This will increase internal accountability and transparency. MAF is a tool for continuous improvement. Recognizing performance gaps in management accountability and designing strategies to address them is a key component of the framework.

Objective 6D - By March 1, 2015, at least 80 per cent of SCES staff will be “very familiar” or “familiar” with the SCES MAF.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

For management to be held accountable, their primary stakeholders (staff) need to understand the rules of engagement for management accountability, including how it will be measured.

Performance indicators overview (final outcomes)

This objective will be measured by surveying SCES staff to gauge awareness and understanding of the MAF.

Critical tasks

To achieve this objective, SCES will complete several steps including:

1. Completion of MAF stand-alone document.
2. Completion of staff and stakeholder communications plan.
3. Implementation of staff and stakeholder communications plan.
4. Conduct a survey to measure staff familiarity of the SCES MAF.

What will achieving this objective accomplish?

SCES staff will be aware of the expectations for management team performance, increasing internal accountability and transparency.





IMPLEMENTATION METHODOLOGY

The Strategic Planning Team chose the “logic model” as the template for organizing action plans to achieve the six goals described in the SCES 2012 to 2015 Strategic Plan.

Each goal has a comprehensive logic model included in the appendices to the Strategic Plan. Components of the logic model include:

1. Inputs: resources needed by SCES to accomplish the goals.
2. Activities: actions required to achieve the measurable deliverables.
3. Outputs: accomplishing these activities will result in the desired progress.
4. Year one outcomes: the expected measurable changes within the first year of the plan.
5. Year two outcomes: the expected measurable changes within the second year of the plan.
6. Final outcomes: the expected measurable changes within the third year of the plan.

Each goal has been assigned to a specific member of the SCES management team, creating direct accountability. To be transparent, staff will be regularly updated on the progress towards achieving goals, including a yearly update in the SCES Annual Report.

Communication of progress for outputs and outcomes within this plan will be completed using many of the strategies and technologies to be implemented through the internal communications plan. SCES is working on methods to allow those working on projects, as well as staff in general, to access project updates in real-time. The ability to track projects and share progress effectively provides transparency, ensures accountability, and sustains momentum.

The following chart is a representation of responsibility focus. It provides staff a relative perspective of their involvement in the implementation of the strategic plan. It is only a guide and does not dictate a strict line of responsibility; staff are encouraged to look at all levels of the plan for involvement opportunities. Appendix A and B outline respectively objectives by priority and objectives by accountability.

Responsibility Level

Fire Chief

- Mission/Vision/Values
- Strategic Plan
- Goal 3
 - Objective 3A
 - Objective 3B
 - Objective 3C
 - Objective 3D

Deputy Chief-Operations

- Goal 2
 - Objective 2A Deputy Chief-Community Safety/Emergency Communications
 - Objective 2B
 - Objective 2C
 - Objective 2D
- Goal 5
 - Objective 5A Deputy Chief-Human Resources/Logistics and Assistant Chief-Emergency Management
 - Objective 5B Deputy Chief-Human Resources/Logistics, Deputy Chief-Community Safety/Emergency Communications, and Assistant Chief-Business Operations
 - Objective 5C Deputy Chief-Human Resources/Logistics, Deputy Chief-Community Safety/Emergency Communications, and Assistant Chief-Business Operations
 - Objective 5D

Deputy Chief-Human Resources/Logistics

- Goal 4
 - Objective 4A
 - Objective 4B
 - Objective 4C
 - Objective 4D
 - Objective 4E

Assistant Chief-Business Operations

- Goal 6
 - Objective 6A Fire Chief
 - Objective 6B
 - Objective 6C Fire Chief
 - Objective 6D Fire Chief

Assistant Chief-Emergency Management

- Goal 1
 - Objective 1A
 - Objective 1B
 - Objective 1C Fire Marshal
 - Objective 1D.....Deputy Chief-Community Safety/Emergency Communications and Deputy Chief-Human Resources/Logistics
 - Objective 1E Public Safety Education Coordinator

Appendix A

Objectives by priority

Priority 1 – Immediate internal safety

There are no immediate and significant internal safety priorities identified during the planning process or team reviews.

Priority 2 – Legal or financial exposure

- 1C** - By May 31, 2015, SCES will achieve 95 per cent fire code compliance rates in all daycares, hospitals, long-term care facilities, retirement homes, schools, and assembly occupancies in Strathcona County.
- 3B** - By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new and accessible SCES policies and procedures, measured through achieving at least five out of six final objective 3B outcomes.
- 4E** - By May 31, 2015, at least 80 per cent of SCES staff will meet their individual annual competency tracking targets for the previous 12 months.

Priority 3 – Corrects a service delivery or internal performance issue

- 1A** - By May 31, 2015, SCES will demonstrate significant improvement in emergency preparedness of Strathcona County residents, measured through achieving at least 12 out of 15 final objective 1A outcomes.
- 1B** - By May 31, 2015, SCES will lead significant improvement of the Strathcona County all-hazards emergency management program, as evidenced by successful completion of at least five out of six final objective 1B outcomes.
- 1D** - By May 31, 2015, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 14 out of 17 final objective 1D outcomes.
- 3A** - By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new internal communications strategies and technologies, measured through achieving at least 18 out of 20 final objective 3A outcomes.
- 3C** - By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an employee recognition program, measured through achieving at least five out of six final objective 3C outcomes.
- 3D** - By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an inter-branch communications program, measured through achieving at least seven out of eight final objective 3D outcomes.
- 4B** - By May 31, 2015, SCES will demonstrate a successful on-boarding program by achieving at least four out of five objective 4B outcomes.
- 4C** - By May 31, 2015, at least 95 per cent of SCES staff will indicate that their job description is accurate and that they understand it.
- 4D** - By May 31, 2015, at least 80 per cent of SCES staff will indicate that their most recent facilitated performance review improved their career planning and performance.

Priority 3 – Corrects a service delivery or internal performance issue, cont.

- 5A** - By May 31, 2015, SCES will complete a community risk analysis on behalf of Strathcona County, as per the Commission on Fire Accreditation International (CFAI) self assessment guidelines.
- 5B** - By May 31, 2015, SCES will have completed the CFAI self-assessment process.
- 5C** - By May 31, 2015, SCES will publish an updated Standards of Cover (SOC) document in accordance with the CFAI accreditation program.
- 5D** - By May 31, 2015, the Fire Chief will approve the 2015 to 2018 SCES Strategic Plan.
- 6C** - By May 31, 2015, the SCES 2015 to 2018 Strategic Plan will include a logic model for improving deficiencies within the first SCES MAF evaluation.

Priority 4 – Enhances the delivery of a service or an aspect of internal performance

- 2A** - For 2014, SCES emergency responses will be dispatched within 80 seconds, at least 90 per cent of the time, with an average Pro-Quality Assurance (Pro-QA) audit score of at least 98 per cent.
- 2B** - For 2014, Strathcona County will have 10 per cent lower fire fatality, fire injury, and residential per-capita fire dollar loss rates than the most recently published 10 year Alberta average.
- 2C** - For 2014, at least 80 per cent of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural) of the first 911 call.
- 2D** - For 2014, the clinical presentation of at least 90 per cent of transported SCES Emergency Medical Services (EMS) patients upon arrival at hospital will either be improved or stable related to their initial SCES assessment.
- 4A** - By March 1, 2015, SCES will demonstrate a successful recruitment program by achieving at least six out of seven objective 4A outcomes.
- 6A** - By Feb. 28, 2015, SCES will complete the first comprehensive evaluation of the SCES Management Accountability Framework (MAF).
- 6B** - By April 1, 2015, SCES will include a summary of assessment scores and analyzed results of the MAF in the 2014 SCES Annual Report.
- 6D** - By March 1, 2015, at least 80 per cent of SCES staff will be “very familiar” or “familiar” with the SCES MAF.

Priority 5 – A good thing to do

- 1E** - In 2014, SCES will have non-emergency contact with at least 12 per cent of Strathcona County residents.

Appendix B

Objectives by accountability

FIRE CHIEF

Goal 2: SCES will become the Canadian emergency services leader in operational excellence.

Timeline	Objective
April 15 (annual)	2A: ensure that the names of the three highest performers from the previous calendar year will be engraved on a plaque within the emergency communications centre annually
June 1 (annual)	2B: circulate a report ranking Platoon performance for the past calendar year

Goal 3: SCES will become the Canadian emergency services leader in internal communication.

Timeline	Objective
May (annual)	3A: present SCES annual report to Council
April 1 (annual)	3A: ensure staff have access to the annual report
Annual	3A: facilitate a minimum of two general staff meeting a year
Jan. 1 (annual)	3A: formal tour and inspection of each SCES facility
July 1, 2012	3A: mission, vision and value statement signs are prominently displayed in all Fire Stations
Sept. 1, 2012	3A: communicate policy for staff to provide info on kudos and/or successes to the Communications and Marketing Specialist
Oct. 1, 2012	3A: ensure management has developed a schedule to meet a minimum of two times with each branch to discuss specific programs, successes or challenges
Oct. 1, 2012	3A: communicate a policy about the use of Outlook to ensure communication of "message received and understood"
Oct. 1, 2012	3A: will issue the order to discontinue the use of POSSE for information transfer to SCES staff
July 1, 2013 (annual)	3A: participate in a bi-annual video highlighting significant news impacting SCES
Dec. 31 (annual)	3B: ensure that all completed guidelines and policies are electronically communicated to all accountable staff
Sept. 1, 2012	3B: approve a gap analysis of SOPs and SOGs
Dec. 31, 2012	3B: ensure that one third of the list of required SOP/SOGs are updated and completed meeting new standards and formats
Dec. 31, 2012	3B: ensure all staff has electronic access to updated SOP/SOGs from any SCES facility
Dec. 31, 2013	3B: ensure two thirds of the list of required SOPs/SOGS are updated and completed to the new standard
Dec. 31, 2014	3B: ensure that all of the list of required guidelines and policies are updated and completed to the new standard
Nov. 15 (annual)	3C: determine the annual staff recognition program based on staff feedback and corporate policy
June 1, 2012	3C: provide the policy framework for the SCES Medal Program
Sept. 30, 2012	3C: issue the first Fire Chief Unit Citations
Sept. 30, 2012	3C: will open nomination processes for medals
Dec. 1, 2012	3C: communicate to all members the policy for Chief Officers to pass on kudos, achievements and successes
March 1, 2013	3D: provide a policy framework to support inter-branch communication
March 1, 2013	3D: ensure all branches provide staff outside each respective branch with electronic updates of programs, successes, or challenges related to their work areas

Goal 5: SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

Timeline	Objective
May 15, 2015	5A: brief the Executive Team and council about the fire accreditation process
May 31, 2015	5D: ensure the 2015 to 2018 SCES Strategic Plan is completed

Goal 6: SCES will develop and implement a model municipal Management Accountability Framework (MAF).

Timeline	Objective
Aug. 31, 2014	6A: approve the recommended measurement tools and evidence requirements for MAF components
May 15, 2015	6C: ensure that outcomes for improving the SCES MAF are developed by the Strategic Planning Team
Dec. 31, 2013	6D: communication the SCES MAF to the Executive Team

DEPUTY CHIEF-HUMAN RESOURCES AND LOGISTICS

Goal 1: SCES will become a Canadian leader in the implementation of community safety programs.

Timeline	Objective
April 1, 2013	1D: hire a FireSmart Specialist

Goal 3: SCES will become the Canadian emergency services leader in internal communication.

Timeline	Objective
Sept. 1, 2012	3A: updated Public Relations Committee calendar of events which SCES members can participate in is accessible to all members
Oct. 1, 2012	3A: ensure Outlook is configured to link to the personal devices of 100 per cent of staff who request it
Oct. 1, 2012	3A: ensure that over 95 per cent of non-probationary staff is signed off on the corporate outlook email training
Oct. 1, 2012	3A: ensure that over 95 per cent of non-probationary staff have access to personal SCES email and are expected to review and where requested respond to all internal SCES email communications
Dec. 31, 2012	3A: ensure that a ratio of no more than three on-shift firefighters per computer working station at Stations 1, 4 and 5, not including officers' computers
Dec. 31, 2012	3A: ensure at least two computers connected to SCES email systems, intranet and internet at each of Station 2 and 3
Jan. 31, 2013	3A: ensure 100 per cent of non-probationary SCES staff have access to a personal SCES account and are expected to review and where requested respond to all internal SCES email communications
June 1, 2013	3A: ensure that SCES has an electronic staff scheduling system in place and functioning effectively
June 1, 2013	3A: ensure that SCES has digital information screens to provide information to staff in at least one location in each full time station
July 1, 2013	3A: have an established comprehensive central library of relevant emergency services materials at Station 6
July 1, 2013	3A: establish a policy for the use of library materials

Sept. 1, 2013	3A: ensure that SCES has a training website capable of tracking required and completed training for 100 per cent of staff
Oct. 1, 2013	3A: ensure that SCES has meeting facilitation software, including video capability, in place between all SCES facilities
Dec. 31, 2013	3A: ensure a ratio of no more than 2.5 on-shift firefighters per computer working station at Stations 1, 4 and 5, not including officers' computers
July 1, 2014	3A: ensure selected internal communications competencies are included as occupational competencies for all staff.
Sept. 1, 2014	3A: ensure that SCES has an electronic competency tracking system able to track required educational, training and occupational competencies for 100 per cent of SCES staff

Goal 4: SCES will attract, retain and develop exceptional employees through an effective and comprehensive talent management system.

Timeline	Objective
Nov. 1, 2012	4A: implement a standardized recruitment program for all full time operations positions
Nov. 1, 2012	4A: implement a standardized recruitment program for all part time firefighter positions
Jan. 1, 2013	4A: implement a standardized recruitment program for all Emergency Communications Operator positions
May 31, 2013	4A: implement a standardized recruitment program for all classified positions
May 31, 2013	4A: implement a standardized recruitment program for all management positions
Sept. 1, 2013	4A: implement a program for marketing SCES as an employer to relevant firefighting, EMTs, EMT-P, ECO and emergency management programs
Sept. 1, 2013	4A: implement a system for measuring cost of hire for SCES positions
Jan. 1, 2013	4B: ensure at least 95 per cent of staff leaving SCES will be offered an exit interview
Nov. 1, 2013	4B: implement a standardized on-boarding program for all full time operations positions
Nov. 1, 2013	4B: implement a standardized on-boarding program for part time firefighter positions
Jan. 1, 2014	4B: implement a standardized on-boarding program for all ECO's
May 31, 2014	4B: implement a standardized on-boarding program for all classified positions
May 31, 2014	4B: implement a standardized on-boarding program for all management positions
Dec. 31, 2014	4B: implement a coaching program for all aspects of SCES
Dec. 31, 2013	4C: update job descriptions for all full time operations positions
Dec. 31, 2013	4C: update job descriptions for all part time firefighter positions
Dec. 31, 2013	4C: update all job descriptions for ECO positions
Dec. 31, 2014	4C: update all job descriptions for classified positions
Dec. 31, 2014	4C: update all job descriptions for management positions
Dec. 31, 2012	4D: implement a new process for staff performance appraisals
Dec. 31, 2012	4D: implement a system for staff to build performance management individual action plans

Dec. 31, 2013	4D: implement a 360 degree review process for all officers and supervisors
July 1, 2014	4D: complete the measuring tools for the performance management system

Goal 5: SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

Timeline	Objective
May 15, 2013	5A: shall perform distribution and concentration study to measure baseline capacity, evaluate station distribution, evaluate company concentration, analyze efficiency of distribution concentration of resources and measure capability of exceeding effective response force
May 15, 2015	5B: complete all physical resources criterion for CFAI self-assessment
May 15, 2015	5B: complete all training and competency criterion for CFAI self-assessment
May 31, 2015	5B: complete all human resources criterion for CFAI self-assessment
May 31, 2015	5B: complete all essential resources criterion for CFAI self-assessment
July 2014	5C: update SOC for the 2015 to 2018 Strategic Plan - areas include fixed facilities, apparatus and vehicles, apparatus maintenance, tools and small equipment, safety equipment, physical resources plan, human resources, administration, recruitment, selection, retention and promotion, personnel policies and procedures, use of human resources, personnel compensation, risk management and personal safety and wellness/fitness programs, training and education program requirements, training and education program performance, training and education resources

DEPUTY CHIEF-OPERATIONS

Goal 2: SCES will become the Canadian emergency services leader in operational excellence.

Timeline	Objective
April 1 (annual)	2B: present an annual report on call performance measures for the previous calendar year to all staff
Dec. 31, 2013	2B: ensure apparatus bays are equipped with obvious chute time timers
Dec. 31, 2014	2B: 95 per cent of operations staff is assigned and fully competent in their individual seat assignment
Dec. 31, 2014	2B: a Command Team shall be on scene at all Type 4 incidents within 60 minutes of the initial 911 call 90 per cent of the time
Dec. 31, 2015	2B: 98 per cent of all non-probationary SCES fire suppression officers will have Blue Card training
Annual	2B and 2C: hold a minimum of two fire-rescue meetings per calendar year
Annual	2B and 2C: ensure fire suppression and special operations competencies are tracked and maintained
April 1 (annual)	2C: present an annual report on call performance measures (rescue patients) for the previous calendar year to staff
March 31, 2013	2C: 95 per cent of non-probationary operations officers are competent in initiating SCES traffic controls
April 1 (annual)	2D: present an annual report on call performance measures (EMS patients) for the previous calendar year to staff
Dec. 31, 2012	2D: implement the method for documenting patient presentation on arrival at hospital compared to first assessment

Goal 3: SCES will become the Canadian emergency services leader in internal communication.

Timeline	Objective
July 1, 2014	3A: minimum of three fire glove friendly radios are available for each Squad, Engine, Tower and Rescue

Goal 5: SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

Timeline	Objective
Sept. 2012	5A: conduct an overall evaluation of policy choices and revise Standards of Cover
May 31, 2013	5A: scan the environment analyzing geographic boundaries, planning areas, demographics, economic factors department patterns
May 31, 2013	5A: identify service level objectives including critical task analysis, define effective response force by risk, set baseline and benchmark service level objectives (response, fire flow, staffing and apparatus)
May 31, 2014	5A: conduct a services reliability study to evaluate response reliability by management zone, community response reliability, impact of call types, set drawdown policy and identify resource exhaustion point
May 31, 2014	5A: conduct a response time performance study to evaluate history of each hazard, (PSAP, call processing, turnout time, travel time and initiating action), first due and effective response force
May 31, 2015	5B: complete the goals and objective criterion for CFAI self-assessment
May 31, 2015	5B: complete all programs criterion for CFAI self-assessment
Nov. 2012	5C: communicate the SOC to the department
July 2014	5C: update SOC for the 2015 to 2018 Strategic Plan - areas include goals and objectives, implementation of goals and objectives, measurement or organizational progress and objectives, measurement of organizational progress
July 2014	5C: update SOC for the 2015 to 2018 Strategic Plan - areas include fire suppression, fire prevention and life safety program, public education program, fire investigation program, technical rescue, hazardous material, emergency medical response, domestic preparedness, aviation rescue and firefighting services, marine and shipboard rescue and firefighting services, other programs
April 2015	5C: complete an amended SOC for the 2015 to 2018 Strategic Plan

ASSISTANT CHIEF-BUSINESS OPERATIONS

Goal 3: SCES will become the Canadian emergency services leader in internal communication.

Timeline	Objective
April 1 (annual)	3A: complete an annual report

Goal 5: SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

Timeline	Objective
May 31, 2015	5B: complete the governance and administration criterion for CFAI self-assessment
May 31, 2015	5B: complete all financial resources criterion for CFAI self-assessment
July 2014	5C: update SOC for the 2015 to 2018 Strategic Plan including governing body, agency administration, financial planning, financial practices, resource allocation

Goal 6: SCES will develop and implement a model municipal Management Accountability Framework (MAF).

Timeline	Objective
July 31, 2014	6A: complete a document containing the measurement tools and evidence requirements for the 10 MAF components
Oct. 31, 2014	6A: ensure the SCES MAF audit team is orientated and equipped to perform the MAF audit
Oct. 31, 2014	6A: ensure the assessment tools, including the staff survey, are ready for the SCES MAF audit team to use
April 1, 2015	6B: include a summary report of the SCES MAF assessment results in the 2014 annual report
April 1, 2015	6C: ensure that all Strategic Plan members received detailed data and relevant information, in addition the annual report, to facility development of action plans related to the MAF goal
Sept. 30, 2013	6D: complete the SCES MAF as a stand alone document
Dec. 31, 2013	6D: ensure all actions of the staff and stakeholder communications plan for the SCES MAF are completed
First Quarter 2014	6D: conduct a survey to measure staff familiarity of SCES MAF

DEPUTY CHIEF-COMMUNITY SAFETY AND EMERGENCY COMMUNICATIONS

Goal 1: SCES will become a Canadian leader in the implementation of community safety programs.

Timeline	Objective
2014 and 2015	1D: implement a wildfire survey of Strathcona County residents
Dec. 31, 2014	1D: implement a fireguard pilot for at least one area deemed at risk
Dec. 31, 2014	1D: implement a prescribed burn pilot for at least one area deemed at risk
Dec. 31, 2014	1D: implement a FireSmart interpretive area on a Strathcona County site deemed at risk

Goal 2: SCES will become the Canadian emergency services leader in operational excellence.

Timeline	Objective
April 15 (annual)	2A: approve individual action plans to address any gaps noted in ECC reports of the previous calendar year
April 15 (annual)	2A: provide kudos list to management team of all ECC staff successfully meeting their targets, with an accompanying letter for the member's file

Goal 5: SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

Timeline	Objective
May 31, 2015	5B: complete all assessment and planning criterion for CFAI self-assessment
May 31, 2015	5B: complete all external system relationships criterion for CFAI self-assessment
July 2014	5C: update SOC for the 2015 to 2018 Strategic Plan - areas include documentation of area characteristics, fire risk assessment and resource strategies, non-fire risk assessment response strategies, strategic or long term master plan
July 2014	5C: update SOC for the 2015 to 2018 Strategic Plan - areas include water supply, communication systems, administrative support services and services and other systems, external agency relationships and external agency agreements

ASSISTANT CHIEF-EMERGENCY MANAGEMENT

Goal 1: SCES will become a Canadian leader in the implementation of community safety programs

Timeline	Objective
May 31 (annual)	1A: organize and conduct a Get prepared, Strathcona event
Dec. 31, 2012	1A: conduct a study relating to the possible establishment of a siren early warning system
Dec. 31, 2012	1A: finalize and distribute a policy for the use of electronic signboards being used for emergency management activities
Dec. 31, 2012	1A: develop and issue a plan for preparing an emergency response plan for mass gatherings and special events
March 31, 2013	1A: implement reverse 911 as part of the overall community alerting system
Jan. 31, 2014	1A: initiate a survey of residents to quantify levels of emergency preparedness and awareness of residents
Dec. 31, 2015	1A: Strathcona County will be a leading supporter of the Alberta Emergency Alerting system by providing training and awareness to residents and business within the County.
Annual	1B: participate in at least three regional mutual aid or emergency management partnerships
April 1 (annual)	1B: submit a MEP to the AEMA
April 30 (annual)	1B: provide a report to management about the emergency management activities completed the past calendar year
May 31 (annual)	1B: one third of Strathcona county departments will exercise their Business Continuity Plans (BCP) annually with 100 per cent of County departments exercising their BCPs within each three years
Oct. 1 (annual)	1B: facilitate a full EOC exercise
Dec. 31 (annual)	1B: all three IMTs have completed an annual Type 3 training exercise
Dec. 31 (annual)	1B: survey County staff assigned to emergency management duties
Dec. 31 (annual)	1B: provide a report card on organizational competence and confidence in emergency management, based on EOC exercise, BCO exercise staff training and surveys
Dec. 31, 2012	1B: have three trained and equipped IMTs
July 31, 2013	1B: commission the new primary Strathcona County EOC
May 31, 2015	1B: commission the Strathcona County back up EOC

Goal 3: SCES will become the Canadian emergency services leader in internal communication.

Timeline	Objective
Oct. 1, 2013	3A: ensure SCES has the ability to provide timely security or emergency alerts to all staff via the community alerting system

Goal 5: SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

Timeline	Objective
May 31, 2013	5A: identify community risks including definition of risks (fire and non-fire), evaluation of potential risks, community risk matrix, analyze historical experience, determine probability and consequences, and define community profile

FIRE MARSHAL

Goal 1: SCES will become a Canadian leader in the implementation of community safety programs

Timeline	Objective
Sept. 1, 2012	1C: ensure the Fire Prevention Lieutenants have completed the required Level 1 Safety Codes Officer training
Sept. 30, 2012	1C: ensure a Fire Company Inspection program training model is developed
Oct. 1, 2012	1C: Fire Prevention Lieutenants begin inspections of high-risk occupancies
Jan. 1, 2013	1C: launch the Safety Code County approved risk based fire QMP
Jan. 15, 2013	1C: launch a Fire Company Inspection program
May 31, 2013	1C: ensure Fire Prevention Lieutenants conduct a direct mail campaign and distribute an occupancy specific pre-inspection package
May 1, 2013	1D: ensure FireSmart Specialist identifies annual FireSmarting activities and assign an annual budget
July 1, 2013	1D: ensure FireSmart Specialist and Fire Prevention Administrative Assistant to incorporate a wildfire hazard home and site assessment scheduling process into the fire permit process
July 1, 2014	1D: ensure the FireSmart Specialist establishes a database of rural neighbourhoods that would benefit from FireSmart
May 31, 2015	1D: ensure the FireSmart Specialist completes a Wildfire Hazard Assessment for Strathcona County properties

DIVISION CHIEF, OCCUPATIONAL HEALTH, SAFETY AND TRAINING

Goal 2: SCES will become the Canadian emergency services leader in operational excellence.

Timeline	Objective
Dec. 31, 2012	2C: circulate the training program for traffic controls to all operational staff

Goal 3: SCES will become the Canadian emergency services leader in internal communication.

Timeline	Objective
July 1, 2014	3A: ensure that SOAP programs include a module on internal communications, approved by the Fire Chief

Goal 4: SCES will attract, retain, and develop exceptional employees through an effective and comprehensive talent management system.

Timeline	Objective
Oct. 1, 2013	4E: identify completed JPRs for at least 90 per cent of positions requiring skills tracking
Dec. 31, 2013	4E: implement a tracking system for competency requirements and skills outlined in JPRs
March 1, 2014	4E: complete the staff orientation program for skills maintenance program
May 31, 2014	4E: implement skills training manuals for each SCES branch
May 31, 2014	4E: ensure all staff has electronic access to their training and competency records
May 31, 2014	4E: ensure all supervisors have electronic access to their staff's training and competency records
Feb. 1, 2015	4E: provide a report to DC HR/Logistics with regard to program successes and challenges

CAPTAIN, EMERGENCY COMMUNICATIONS

Goal 2: SCES will become the Canadian emergency services leader in operational excellence.

Timeline	Objective
March 1 (annual)	2A: complete individual and performance reports for the previous calendar year
March 1 (annual)	2A: complete a cumulative branch performance report for the previous calendar year
April 1 (annual for the previous year)	2A: complete an annual report on call performance measures
Annual	2A: hold a minimum of two branch meetings per calendar year

COMMUNICATION AND MARKETING SPECIALIST

Goal 1: SCES will become a Canadian leader in the implementation of community safety programs

Timeline	Objective
July 31, 2013	1A: develop an education media campaign to inform residents, businesses, etc about their roles and responsibilities for different aspects of emergency awareness and preparedness
Oct. 1, 2012	1C: develop an occupancy specific pre-inspection education package
Oct. 1, 2012	1C: launch the Fire Prevention section on the website, with materials to download
Jan. 1, 2013	1D: develop a FireSmart communications and marketing strategy
Feb. 1 (annual)	1E: provide a summary of all non-emergency contacts between SCES and Strathcona County residents for the previous calendar year
Jan. 1, 2013	1E: establish a Community Safety Program committee
Feb. 1, 2013	1E: develop a three year community safety program delivery forecasting tool
Dec. 31, 2013	1E: establish a policy for annual review of SCES incidents to identify trends
Dec. 31, 2013	1E: launch a community safety program improvement customer survey program
Dec. 31, 2013	1E: establish a policy for annual community safety program gap analysis
Jan. 1, 2014	1E: hire additional public safety education staff based on new community safety initiatives

Goal 3: SCES will become the Canadian emergency services leader in internal communications.

Timeline	Objective
June 1, 2012	3A: establish an email briefing for staff with three key messages; frequency every 2 weeks
Sept. 1, 2012	3A: ensure all media releases pertinent to SCES are circulated to all staff on the same day as the release
Oct. 1, 2012	3A and 3C: establish a monthly electronic newsletter for all staff

Goal 4 SCES will attract, retain and develop exceptional employees through an effective and comprehensive talent management system.

Timeline	Objective
May 31, 2013	4A: complete a recruiting package template for all externally posted SCES positions
Sept. 1, 2013	4A: implement an updated SCES recruitment video applicable for all branches of SCES

Goal 6: SCES will develop and implement a model municipal Management Accountability Framework (MAF).

Timeline	Objective
Oct. 31, 2013	6D: develop a staff and stakeholder communications plan about the SCES MAF



GOAL 1



Appendix C

SCES will become a Canadian leader in the implementation of community safety programs.

Timeline

June 1, 2012 to May 31, 2015.

Responsibility

Assistant Chief-
Emergency Management

Success

By May 31, 2015 SCES will demonstrate significant improvement in the area of community safety for Strathcona County, by achieving at least four out of five Goal 1 objectives.

Assumptions

SCES business processes and approved budgets will fund the planned activities. SCES will not suffer attrition or absence of key staff. Additional staffing resources will be approved.

Overview of Objectives

- A. By May 31, 2015, SCES will demonstrate significant improvement in the emergency preparedness of Strathcona County residents, measured through achieving at least 12 out of 15 final objective 1A outcomes.
- B. By May 31, 2015 SCES will lead significant improvement of the Strathcona County all-hazards emergency management program, as evidenced by successful completion of at least five out of the six final objective 1B outcomes.
- C. By May 31, 2015, SCES will achieve at least 95 per cent fire code compliance rates in all daycares, hospitals, long-term care facilities, retirement homes, schools, and assembly occupancies in Strathcona County.
- D. By May 31, 2015, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 14 out of 17 final objective 1D outcomes.
- E. In 2014 SCES will have non-emergency contact with at least 12 per cent of Strathcona County residents.

Objective 1A:

By May 31, 2015, SCES will demonstrate significant improvement in the emergency preparedness of Strathcona County residents, measured through achieving at least 12 out of 15 final objective 1A outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Operational funding to support all initiative and activities
- Specialized resources (SCES Communications & Marketing Specialist, etc.)
- Increased emergency management staffing to accommodate workload
- Coordination with other SCES branches (Occupational Health, Safety and Training [OHST] and Emergency Communications) and County departments

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

- Conduct an annual emergency management awareness event.
- Conduct public awareness sessions.
- Development of a communication plan, based on educational messages, to announce the launch of an emergency notification system.
- Promote and provide the training to staff, residents and business owners on the Alberta Emergency Alert system.
- Review of current technologies to determine the most appropriate and cost effective emergency notification system
- Coordinate with neighbors and industry to improve awareness and emergency notification processes.
- Develop a training program for new emergency notification systems.
- Increase presentations at schools focusing on emergency preparedness.
- Develop and distribute education materials related to emergency preparedness to schools, healthcare facilities and businesses.
- Develop and implement numerous public surveys to validate status and awareness.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By May 31 of each year, SCES will organize and conduct the Get Prepared Strathcona event as part of Emergency Preparedness Week.
2. By Dec. 31, 2012, the Strathcona County Emergency Management Agency (SCEMA) will initiate a request for proposals to conduct a study relating to the costs and benefits of a siren early-warning system.
3. By Dec 31, 2012, SCEMA will finalize and distribute a Strathcona County policy for the use of electronic signboards being used for emergency management activities.
4. By Dec. 31, 2012, SCEMA will develop and issue an emergency response plan (ERP) for mass gatherings and special events.
5. By March 31, 2013, the SCEMA will complete the implementation of a reverse 911 emergency notification system for community alerting system.
6. By July 31, 2013, the SCES Communications and Marketing Specialist will develop an education campaign to inform residents, business, and educational institutions about their roles and responsibilities for different aspects of emergency awareness and preparedness.
7. By Sept. 1, 2013, the SCES Communications and Marketing Specialist will begin implementation of an emergency management public education campaign.
8. By Jan. 31, in 2014 and 2015, SCEMA will conduct an annual survey of Strathcona County residents to quantify levels of emergency preparedness and awareness of the residents.
9. By Dec. 31, 2015, Strathcona County will be a leading supporter of the Alberta Emergency Alerting System, by providing training and awareness to residents and businesses of the County.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

“Baseline” refers to the survey score on the Strathcona County 2011 Emergency Management Survey.

1. By May 31, 2014, at least 60 per cent of Strathcona County residents will have prepared their household to handle emergencies without outside assistance for 72 hours. (baseline 52 per cent)
2. By May 31, 2014, at least 40 per cent of Strathcona County residents will have developed an effective plan for sheltering in place. (baseline 29 per cent)
3. By May 31, 2014, at least 40 per cent of Strathcona County residents will have developed an effective plan for evacuation. (baseline 29 per cent)
4. By May 31, 2014, at least 25 per cent of Strathcona County residents will have ensured that people outside of their household who depend on them are prepared for a disaster. (baseline 16 per cent)
5. By May 31, 2014, at least 35 per cent of Strathcona County residents will have performed a household risk assessment. (baseline 27 per cent)
6. By May 31, 2014, at least 40 per cent of Strathcona County residents will have developed a plan for pets, livestock, or other animals in their care during a disaster. (baseline 31 per cent)
7. By May 31, 2014, at least 20 per cent of Strathcona County residents will have prepared a “go bag” for evacuation or going to an emergency shelter. (baseline 15 per cent)
8. By May 31, 2014, at least 20 per cent of Strathcona County residents will be familiar with emergency plans at their children’s schools. (baseline 11 per cent)
9. By May 31, 2014, at least 20 per cent of Strathcona County residents will have obtained a copy of the Strathcona County Emergency Preparedness Guide. (baseline 8 per cent)
10. By May 31, 2014, at least 70 per cent of Strathcona County residents will be aware of the community notification system. (baseline 59 per cent)
11. By May 31, 2014, at least 80 per cent of Strathcona County residents will be aware that SCES coordinates emergency preparedness and response in Strathcona County. (baseline 77 per cent)
12. By May 31, 2014, at least 40 per cent of Strathcona County residents will have received training on disaster or emergency preparedness. (baseline 35 per cent)
13. By May 31, 2014, at least 25 per cent of Strathcona County residents will have received information or training on disaster preparedness from SCES. (baseline 20 per cent)
14. By May 31, 2014, at least 45 per cent of Strathcona County residents will have seen or heard messages encouraging people in Strathcona County to be prepared for emergency situations. (baseline 40 per cent)
15. By May 31, 2014, at least 50 per cent of Strathcona County residents will feel that Strathcona County is prepared for a major disaster. (baseline 45 per cent)

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

“Baseline” refers to the survey score on the Strathcona County 2011 Emergency Management Survey.

1. By May 31, 2015, at least 65 per cent of Strathcona County residents will have prepared their household to handle emergencies without outside assistance for 72 hours. (baseline 52 per cent)
2. By May 31, 2015, at least 45 per cent of Strathcona County residents will have developed an effective plan for sheltering in place. (baseline 29 per cent)
3. By May 31, 2015, at least 45 per cent of Strathcona County residents will have developed an effective plan for evacuation. (baseline 29 per cent)
4. By May 31, 2015, at least 30 per cent of Strathcona County residents will have ensured that people outside of their household who depend on them are prepared for a disaster. (baseline 16 per cent)
5. By May 31, 2015, at least 40 per cent of Strathcona County residents will have performed a household risk assessment. (baseline 27 per cent)
6. By May 31, 2015, at least 45 per cent of Strathcona County residents will have developed a plan for pets, livestock, or other animals in their care during a disaster. (baseline 31 per cent)
7. By May 31, 2015, at least 25 per cent of Strathcona County residents will have prepared a “go bag” for evacuation or going to an emergency shelter. (baseline 15 per cent)
8. By May 31, 2015, at least 25 per cent of Strathcona County residents will be familiar with emergency plans at their children’s schools. (baseline 11 per cent)
9. By May 31, 2015, at least 35 per cent of Strathcona County residents will have obtained a copy of the Strathcona County Emergency Preparedness Guide. (baseline 8 per cent)
10. By May 31, 2015, at least 75 per cent of Strathcona County residents will be aware of the community notification system. (baseline 59 per cent)
11. By May 31, 2015, at least 85 per cent of Strathcona County residents will be aware that SCES coordinates emergency preparedness and response in Strathcona County. (baseline 77 per cent)
12. By May 31, 2015, at least 45 per cent of Strathcona County residents will have received training or information on disaster or emergency preparedness. (baseline 35 per cent)
13. By May 31, 2015, at least 30 per cent of Strathcona County residents will have received information or training on disaster preparedness from SCES. (baseline 20 per cent)
14. By May 31, 2015, at least 50 per cent of Strathcona County residents will have seen or heard messages encouraging people in Strathcona County to be prepared for emergency situations. (baseline 40 per cent)
15. By May 31, 2015, at least 55 per cent of Strathcona County residents will feel that Strathcona County is prepared for a major disaster. (baseline 45 per cent)

Objective 1B:

By May 31, 2015 SCES will lead significant improvement of the Strathcona County all-hazards emergency management program, as evidenced by successful completion of at least five out of six final objective 1B outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Operational funding to support all initiative and activities.
- Specialized resources
- Increased emergency management staffing to accommodate workload.
- Coordination with other SCES branches (OHST and Emergency Communications) and other County departments.

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

- Establish the Incident Command System (ICS) as the Incident Management System for Strathcona County and update training and operational processes.
- Develop and train three Incident Management Teams (IMT).
- Develop and execute a progressive, County-wide emergency management exercise program.
- Continued participation and leadership within the Capital Region Emergency Preparedness Partnership (C-REPP) and the Group of 9.
- Maintain and coordinate the Municipal Emergency Plan (MEP).
- Maintain and coordinate the County Business Continuity Plan (BCP).
- Develop and continually improve a robust Emergency Operations Centre (EOC), to include the identification and establishment of a secondary/alternate EOC.
- Develop a modern and upgraded Mobile Incident Command Post.
- Work with external agencies to improve overall emergency preparedness and response capabilities across both the Capital Region and the Province.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By April 1 of each calendar year, the Assistant Chief (AC) Emergency Management will submit an MEP to the Alberta Emergency Management Agency (AEMA).
2. By April 30 of each calendar year, the AC Emergency Management will provide a report to the SCES management team about the prior year activities.
3. By May 31 of each calendar year one-third of Strathcona County departments will exercise their BCP, with 100 per cent of County departments exercising their BCPs every three years.
4. By Oct. 1 of each calendar year the AC Emergency Management will facilitate a full EOC exercise for Strathcona County.
5. By Dec. 31 of each calendar year, all three SCES IMTs will have completed Type 3 training exercise.
6. By Dec. 31 of each calendar year, the AC Emergency Management will survey County staff assigned to emergency management duties about roles, responsibilities and training.
7. By Dec. 31 of each calendar year, the AC Emergency Management will provide a report card on organizational competence and confidence in emergency management, based on the EOC exercise, BCP exercises, staff training and staff surveys.
8. On an annual basis, members of SCEMA will participate in at least three regional mutual aid or emergency management partnerships.
9. By Dec. 31, 2012, SCES will have three trained and equipped IMTs.
10. By July 31, 2013, the AC Emergency Management will commission the new primary Strathcona County EOC.
11. By May 31, 2015, the AC Emergency Management will commission the Strathcona County back-up EOC.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. In 2012, at least 80 per cent of Directors whose departments completed the Business Continuity Plan (BCP) exercise will indicate their positive satisfaction with the exercise.
2. In 2012, Strathcona County will be compliant with 100 per cent of legislated Provincial regulations regarding emergency management.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. In 2013, SCES will deploy an IMT within four hours as required for Strathcona County incidents, at least 95 per cent of the time.
2. In 2013, SCES will deploy an IMT anywhere requested in Alberta within 24 hours or the requested time, whichever is longer, at least 80 per cent of the time.
3. In 2013, at least 80 per cent of Directors whose departments completed the BCP exercise will indicate satisfaction with the exercise.
4. In 2013, Strathcona County will be compliant with 100 per cent of legislated Provincial regulations regarding emergency management.
5. In 2013, Strathcona County staff with Emergency Management roles will indicate at least 80 per cent positive scores for having confidence and competence in their Emergency Management roles.
6. In 2013, Strathcona County staff working or exercising in the permanent EOC will indicate at least 80 per cent satisfaction with the facility.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. In 2014, SCES will deploy an IMT within four hours as required for Strathcona County incidents, at least 95 per cent of the time.
2. In 2014, SCES will deploy an IMT anywhere requested in Alberta within 24 hours or the requested time, whichever is longer, at least 80 per cent of the time.
3. In 2014, at least 90 per cent of Directors whose departments completed the BCP exercise will indicate satisfaction with the exercise.
4. In 2014, Strathcona County will be compliant with 100 per cent of legislated Provincial regulations regarding emergency management.
5. In 2014, Strathcona County staff with Emergency Management roles will indicate at least 90 per cent positive scores for having confidence and competence in their Emergency Management roles.
6. In 2014, Strathcona County staff working or exercising in the permanent EOC will indicate at least 90 per cent satisfaction with the facility.

Objective 1C:

By May 31, 2015, SCES will achieve at least 95 per cent fire code compliance rates in all daycares, hospitals, long-term care facilities, retirement homes, schools, and assembly occupancies in Strathcona County.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Additional Fire Prevention staff
- Specialized resources (SCES Communications and Marketing staff, etc.)
- Support from management team and executive team
- Successful procurement and implementation of an inspection software package
- Training is available for all staff

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

- Develop an occupancy specific educational (marketing) campaign to prepare the community for the launch of the fire inspection program.
- Develop a Fire Prevention section on the SCES public website.
- Finalize occupancy list for Strathcona County.
- Fire Prevention Lieutenants to complete necessary training.
- Adjust the Quality Management Plan (QMP) to a risk-based model.
- Launch an approved QMP model.
- Develop a Fire Company Inspection Program.
- Conduct fire inspections.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Sept. 1, 2012 the Fire Prevention Lieutenants will successfully complete required Level 1 Safety Codes Officer training.
2. By Sept. 30, 2012 the Fire Marshal will complete a Fire Company Inspection training program to ensure continuous information sharing between branches.
3. By Oct. 1, 2012, the SCES Communications and Marketing Specialist will develop an occupancy specific pre-inspection education package.
4. By Oct. 1, 2012, the SCES Communications and Marketing Specialist will launch the Fire Prevention section on the SCES webpage with occupancy specific material available for download.
5. By Oct. 1, 2012 the Fire Prevention Lieutenants will begin inspections of high-risk occupancies in Strathcona County.
6. By Jan. 1, 2013 the Fire Marshal will have launched the Safety Code Council approved risk based Fire QMP for Strathcona County.
7. By Jan. 15, 2013 the Fire Marshal will launch a Fire Company Inspection program.
8. By May 31, 2013, the Fire Prevention Lieutenants will conduct a direct mail campaign and distribute an occupancy specific pre-inspection package to all daycares, seniors care facilities, schools, and assembly occupancies in Strathcona County.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. By May 31, 2013, at least 40 per cent of occupancies scheduled for inspection will be prepared for the inspection with pre-completed forms.
2. By May 31, 2013, at least 60 per cent of the pre-inspection material will be available online.
3. By May 31, 2013, SCES will achieve at least 40 per cent fire code compliance rate in all daycares, seniors centres, schools, and assembly occupancies in Strathcona County.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. By May 31, 2014, at least 55 per cent of occupancies scheduled for inspection will be prepared for the inspection with pre-completed forms.
2. By May 31, 2014, at least 80 per cent of the pre-inspection material will be available online.
3. By May 31, 2014, SCES will achieve at least 75 per cent fire code compliance rates in all daycares, seniors centres, schools, and assembly occupancies in Strathcona County.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. By May 31, 2015, at least 65 per cent of occupancies scheduled for inspection will be prepared for the inspection with pre-completed forms.
2. By May 31, 2015, at least 95 per cent of the pre-inspection materials will be available online.
3. By May 31, 2015, SCES will achieve at least 95 per cent fire code compliance rates in all daycares, seniors centres, schools, and assembly occupancies in Strathcona County.

Objective 1D:

By May 31, 2015 SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 14 of the 17 final objective 1D outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Dedicated FireSmart Specialist
- Expertise from the Forestry Leadhand with Recreation Parks and Culture
- Specialized resources (SCES Communication and Marketing staff, etc.)
- Specialized resources from various Strathcona County departments
- Coordination with other SCES branches (Public Safety Education, Operations, administrative support)
- Media

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

1. Hire a dedicated FireSmart Specialist.
2. Develop a community based social marketing communications FireSmart strategy.
3. Work with Recreation, Parks and Culture to further enhance the activity of FireSmarting County-served lands.
4. Conduct a community-based FireSmart information session.
5. Develop a database of rural neighbourhoods that would benefit from FireSmart and conduct wildfire hazard home and site assessments on these selected high risk rural neighbourhoods
6. Develop an enhanced FireSmart kit for fire crews to give rural residents.
7. Enhance the SCES FireSmart webpage.
8. Continue FireSmart consortium meetings.
9. Develop newspaper and radio information campaigns.
10. Incorporate a wildfire hazard home and site assessment scheduling process into the fire permit process.
11. Create a video for SCES webpage demonstrating the value of how FireSmart works in a rural setting.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Jan. 1, 2013, the SCES Communications and Marketing Specialist will develop a FireSmart communications and marketing strategy based on social marketing principles.
2. By April 1, 2013, Deputy Chief (DC) Human Resources (HR) /Logistics will hire a dedicated FireSmart Specialist.
3. By May 1, 2013, the FireSmart Specialist will identify annual FireSmarting activities and create an annual budget.
4. By July 1, 2013 the Fire Prevention Administrative Support Assistant will incorporate a wildfire hazard home and site assessment scheduling process into the fire permit process.
5. By Jan. 1, 2014 the FireSmart Specialist will establish a database of rural neighbourhoods that would benefit from FireSmart.
6. By Jan. 1, 2014 and 2015, the DC Community Safety/ Emergency Communications will conduct an annual wildfire survey of Strathcona County residents.
7. By Dec. 31, 2014, the DC Community Safety/ Emergency Communications will implement a firebreak pilot for at least one area deemed at risk.
8. By Dec. 31, 2014, the DC Community Safety/ Emergency Communications will implement a prescribed burn pilot for at least one area deemed at risk.
9. By Dec. 31, 2014, the DC Community Safety/Emergency Communications will implement a FireSmart interpretive area on a Strathcona County site deemed at risk.
10. By May 31, 2015, the dedicated FireSmart Specialist will complete a wildfire hazard assessment for Strathcona County.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

“Baseline” refers to the survey score on the SCES February 2010 Wildfire Survey.

1. By March 1, 2014, at least 75 per cent of rural Strathcona County residents will have heard of FireSmart. (baseline 63 per cent)
2. By March 1, 2014, at least 15 per cent of rural Strathcona County residents will have completed a wildfire hazard home and site assessment. (baseline 8 per cent)
3. By March 1, 2014, at least 65 per cent of rural Strathcona County residents will feel that fire fighters could protect their home if it was threatened by a wildfire. (baseline 60 per cent)
4. By March 1, 2014, at least 87 per cent of rural Strathcona County residents will have removed shrubs, trees, or fallen branches close to their home. (baseline 84 per cent)
5. By March 1, 2014, at least 85 per cent of rural Strathcona County residents will have removed needles, leaves, and overhanging branches from the rooves and gutters. (baseline 82 per cent)
6. By March 1, 2014, at least 80 per cent of rural Strathcona County residents will store firewood well away from their home. (baseline 76 per cent)
7. By March 1, 2014, at least 72 per cent of rural Strathcona County residents will keep grass short and water frequently during the spring, summer, and fall. (baseline 69 per cent)
8. By March 1, 2014, at least 70 per cent of rural Strathcona County residents will remove debris or needle build up under balconies and porches. (baseline 67 per cent)
9. By March 1, 2014, at least 67 per cent of rural Strathcona County residents will have installed double/thermal pane or tempered glass in windows and exterior glass doors. (baseline 66 per cent)
10. By March 1, 2014, at least 65 per cent of rural Strathcona County residents will have pruned large trees by removing all branches close to the ground. (baseline 62 per cent)
11. By March 1, 2014, at least 61 per cent of rural Strathcona County residents will have installed fire resistant materials, such as metal, asphalt, slate, or tile on their roof. (baseline 60 per cent)
12. By March 1, 2014, at least 58 per cent of rural Strathcona County residents will have landscaped with fire resistant materials and vegetation. (baseline 56 per cent)
13. By March 1, 2014, at least 55 per cent of rural Strathcona County residents will have thinned shrubs or trees so that nearby plants and trees do not touch. (baseline 52 per cent)
14. By March 1, 2014, at least 42 per cent of rural Strathcona County residents will have screened or enclosed the undersides of decks and porches. (baseline 40 per cent)
15. By March 1, 2014, at least 38 per cent of rural Strathcona County residents will have installed fire resistant siding on their homes. (baseline 36 per cent).
16. By March 1, 2014, at least 37 per cent of rural Strathcona County residents will have screened house vents, gutters, and the underside of eaves with metal mesh. (baseline 35 per cent)

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

“Baseline” refers to the survey score on the SCES February 2010 Wildfire Survey.

1. By March 1, 2015, a team consisting of the SCES DC Community Safety/Emergency Communications, a Sustainable Resource Development (SRD) representative, and a Strathcona County biologist will have determined the outcome of the pilot Strathcona County firebreak.
2. By March 1, 2015, a team consisting of the SCES DC Community Safety/Emergency Communications, an SRD representative, and a Strathcona County biologist will have determined the outcome of the pilot Strathcona County prescribed burn area.
3. By March 1, 2015, a team consisting of the SCES DC Community Safety/Emergency Communications, an SRD representative, and a Strathcona County biologist will have determined the outcome of the FireSmart interpretative area.
4. By March 1, 2015, at least 80 per cent of rural Strathcona County residents will have heard of FireSmart. (baseline 63 per cent)
5. By March 1, 2015, at least 20 per cent of rural Strathcona County residents will have completed a wildfire hazard home and site assessment. (baseline 8 per cent)
6. By March 1, 2015, at least 70 per cent of rural Strathcona County residents will feel that fire fighters could protect their home if it was threatened by a wildfire. (baseline 60 per cent)
7. By March 1, 2015, at least 90 per cent of rural Strathcona County residents will have removed shrubs, trees, or fallen branches close to their home. (baseline 84 per cent)
8. By March 1, 2015, at least 88 per cent of rural Strathcona County residents will have removed needles, leaves, and overhanging branches from the roof and gutters. (baseline 82 per cent)
9. By March 1, 2015, at least 84 per cent of rural Strathcona County residents will store firewood well away from their home. (baseline 76 per cent)
10. By March 1, 2015, at least 75 per cent of rural Strathcona County residents will keep grass short and water frequently during the spring, summer, and fall. (baseline 69 per cent)
11. By March 1, 2015, at least 73 per cent of rural Strathcona County residents will remove debris or needle build up under balconies and porches. (baseline 67 per cent)
12. By March 1, 2015, at least 68 per cent of rural Strathcona County residents will have installed double/thermal pane or tempered glass in windows and exterior glass doors. (baseline 66 per cent)
13. By March 1, 2015, at least 68 per cent of rural Strathcona County residents will have pruned large trees by removing all branches close to the ground. (baseline 62 per cent)
14. By March 1, 2015, at least 62 per cent of rural Strathcona County residents will have installed fire resistant materials, such as metal, asphalt, slate, or tile on their roof. (baseline 60 per cent)
15. By March 1, 2015, at least 60 per cent of rural Strathcona County residents will have landscaped with fire resistant materials and vegetation. (baseline 56 per cent)
16. By March 1, 2015, at least 58 per cent of rural Strathcona County residents will have thinned shrubs or trees so that nearby plants and trees do not touch. (baseline 52 per cent)
17. By March 1, 2015, at least 44 per cent of rural Strathcona County residents will have screened or enclosed the undersides of decks and porches. (baseline 40 per cent)
18. By March 1, 2015, at least 40 per cent of rural Strathcona County residents will have installed fire resistant siding on their homes. (baseline 36 per cent)
19. By March 1, 2015, at least 39 per cent of rural Strathcona County residents will have screened house vents, gutters, and undersides of eaves with metal mesh. (baseline 35 per cent)

Objective 1E:

In 2014 SCES will have non-emergency contact with at least 12 per cent of Strathcona County residents.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Additional Fire Prevention Branch staff
- Dedicated Public Safety Education Coordinator
- Additional Public Safety Education staff
- Specialized resources (SCES Communication and Marketing staff, etc.) are available
- Coordination with other SCES branches (Public Safety Education, Operations)

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

- Hire a dedicated Public Safety Education Coordinator.
- Develop a community safety program delivery forecasting tool with access for fire suppression staff.
- Establish an SCES Community Safety Program Committee with representation from each SCES branch.
- Continue ongoing delivery of SCES community safety programs to targeted demographics.
- Develop program effectiveness surveys for completion by customers.
- Analyze SCES incidents on an annual basis to determine program gaps.
- Implement new community safety programs or adjust existing ones based on annual gap analysis results.
- Develop standard public education kit/information piece (injury prevention, preventable illness, fire prevention, etc.) for hand-out during interactions.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Jan. 1, 2013, the SCES Communications and Marketing Specialist will establish an SCES Community Safety Program Committee to meet on a quarterly basis with representation from all areas of SCES.
2. By Feb. 1, 2013 the SCES Communications and Marketing Specialist will develop a three year community safety program delivery forecasting tool.
3. By Dec. 31, 2013 the Public Safety Education Coordinator will establish a policy for the annual review of SCES incidents to identify trends.
4. By Dec. 31, 2013 the Public Safety Education Coordinator will establish a policy for the annual community safety program gap analysis process.
5. By Jan. 1, 2014, the Public Safety Education Coordinator will launch a community safety program improvement customer survey program.
6. By Jan. 1, 2014 the Public Safety Education Coordinator will hire additional public safety education staff based on new community safety initiatives.
7. By Feb. 1 of each calendar year, the SCES Communications and Marketing Specialist will provide a summary of all non-emergency contacts between SCES and Strathcona County residents for the previous calendar year.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. In 2012, SCES will have direct, non-emergency contact with at least nine per cent of Strathcona County residents.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. In 2013, SCES will have direct, non-emergency contact with at least 10 per cent of Strathcona County residents.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. In 2014, SCES will have direct, non-emergency contact with at least 12 per cent of Strathcona County residents.

GOAL 2



Appendix D

SCES will become the Canadian emergency services leader in operational excellence.

Timeline

June 1, 2012 to May 31, 2015.

Responsibility

Deputy Chief-Operations

Success

By May 31, 2015, SCES will demonstrate significant improvement in operational performance from the 2012 baseline through achieving at least three out of four objectives.

Assumptions

SCES business processes and approved budgets will fund the planned activities. No significant changes in operational staffing levels and/or processes, including external contracts, will take place. The emergency call is considered to be from the time the phone rings in the communications centre to operational call conclusion (back in the station and doors shut).

Overview of Objectives

- A. For 2014, SCES emergency responses will be dispatched within 80 seconds at least 90 per cent of the time, with an average Pro-Quality Assurance (Pro-QA) audit score of at least 98 per cent.
- B. For 2014, Strathcona County will have 10 per cent lower fire fatality, fire injury, and residential per-capita fire dollar loss rates than the most recently published 10 year Alberta average.
- C. For 2014, at least 80 per cent of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural), of the first 911 call.
- D. For 2014, the clinical presentation of at least 90 per cent of transported SCES Emergency Medical Services (EMS) patients upon arrival at hospital, will either be improved or stable related to their initial SCES assessment.

Objective 2A:

For 2014, SCES emergency responses will be dispatched within 80 seconds at least 90 per cent of the time, with an average Pro-Quality Assurance (Pro-QA) audit score of at least 98 per cent.

INPUTS

To accomplish our goals SCES will need the following resources

- FDM/CAD system (appropriate technologies) to collect statistics
- Dedicated/specialized staff (Emergency Communications Officers)
- Information Technology (IT) resources
- SCES training program

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

Deputy Chief (DC) Community Safety/Emergency Communications will develop and implement a standardized process for collecting and reporting statistics that will measure:

1. time to answer phones
2. time to process call
3. time to recognize & react to Mayday/10-33's (distress call)
4. PRO-QA accuracy/ deviation
5. time to notify additional resources

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By March 1 of each year, the Captain of the SCES Emergency Communications Centre (ECC) will complete individual and performance reports for the previous calendar year.
2. By March 1 of each year, the Captain of the SCES ECC will complete a cumulative branch performance report for the previous calendar year.
3. By April 15 of each year, the Deputy Chief (DC) Community Safety/Emergency Communications will approve individual action plans to address any gaps noted in the individual reports of the previous calendar year.
4. By April 15 of each year, the DC Community Safety/Emergency Communications will provide a "kudos" list to the SCES management team of all emergency communications staff successfully meeting their targets, with an accompanying letter for the member's file.
5. By May 31 of each year, the Fire Chief will ensure that the names of the three highest performers from the previous calendar year are engraved on a wall plaque to be displayed in the ECC.
6. The SCES Emergency Communications branch will complete an annual report on call performance measures by April 1 of each year for the previous calendar year.
7. The Captain of the SCES Emergency Communications branch will hold a minimum of two branch meetings per calendar year.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. 911 calls in 2012 will be answered within two rings at least 80 per cent of the time.
2. 911 calls in 2012 will be dispatched within 90 seconds at least 90 per cent of the time.
3. The cumulative branch Pro-QA audit score for 2012 will be at least 96 per cent.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. 911 calls in 2013 will be answered within two rings at least 85 per cent of the time.
2. 911 calls in 2013 will be dispatched within 85 seconds at least 90 per cent of the time.
3. The cumulative branch Pro-QA audit score for 2013 will be at least 97 per cent.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. 911 calls in 2014 will be answered within two rings at least 90 per cent of the time.
2. 911 calls in 2014 will be dispatched within 80 seconds at least 90 per cent of the time.
3. The cumulative branch Pro-QA audit score for 2014 will be at least 98 per cent.

Objective 2B:

For 2014 Strathcona County will have 10 per cent lower fire fatality, fire injury and residential per-capita fire dollar loss rates than the most recently published 10 year Alberta average.

INPUTS

To accomplish our goals SCES will need the following resources

- Time clocks
- Blue-card program
- SCES training program
- Fleet Services support
- Facilities Services support
- Occupational Health, Safety and Training (OHST) branch support

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

Reduce loss to property / life.
Reduce injury.
Reduce damage to environment.
Investigate, purchase and install appropriate time clocks to provide a real time measure of chute times for fire fighters.
Measure times for:

- turnout time (chute time)
- travel times (time from station to scene)

Fires will be contained to the room of origin.
SCES will develop and implement a standardized process for identifying and assigning apparatus operating positions for the purpose of achieving teamwork in conducting emergency scene activities.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By June 1 of each year, the Fire Chief will circulate a report ranking Platoon performance for the past calendar year.
2. By April 1 of each year, the DC Operations will present an annual report on call performance measures for the previous calendar year to all staff.
3. The DC Operations will hold a minimum of two fire-rescue meetings per calendar year.
4. The DC Operations will ensure fire suppression competencies are tracked and maintained on an annual basis.
5. By Dec. 31, 2013, all apparatus bays will be equipped with obvious chute-time timers.
6. By Dec. 31, 2014, at least 95 per cent of SCES operational staff will be assigned and fully competent in their individual seat assignment.
7. By Dec. 31, 2014, a Command Team shall be on scene at all Type 4 incidents within 60 minutes of the initial 911 call at least 90 per cent of the time.
8. By Dec. 31, 2015, at least 98 per cent of all non-probationary SCES fire suppression officers will have completed Blue Card training.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. For 2012, chute times for first responding SCES fire apparatus shall be 110 seconds or less, at least 90 per cent of the time.
2. For calls within Sherwood Park in 2012, the first due SCES unit capable of firefighting operations shall arrive within a six minute travel time, at least 90 per cent of the time.
3. For residential fire calls within Sherwood Park in 2012, 15 SCES personnel shall be on scene within 14 minutes or less of the initial 911 call, at least 80 per cent of the time.
4. For rural Strathcona County fire calls in 2012, the first due SCES unit capable of firefighting operations shall arrive within a 14 minute travel time, at least 90 per cent of the time.
5. For rural Strathcona County fire calls in 2012, 15 SCES personnel shall be on scene within 22 minutes or less of the initial 911 call, at least 80 per cent of the time.
6. By February 1, 2013, SCES will establish a baseline for the per cent of structure fires confined to room of origin within 2012.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. For 2013, SCES will confine five per cent more of structure fires to the room of origin than the 2012 baseline.
2. For 2013, chute times for first responding SCES fire apparatus shall be 100 seconds or less, at least 90 per cent of the time.
3. For calls within Sherwood Park in 2013, the first due SCES unit capable of firefighting operations shall arrive within a five minute 30 second travel time, at least 90 per cent of the time.
4. For residential fire calls within Sherwood Park in 2013, 15 SCES personnel shall be on scene within 13 minutes or less of the initial 911 call, at least 80 per cent of the time.
5. For rural Strathcona County fire calls in 2013, the first due SCES unit capable of firefighting operations shall arrive within a 13 minute 30 second travel time, at least 90 per cent of the time.
6. For rural Strathcona County fire calls in 2013, 15 SCES personnel shall be on scene within 21 minutes or less of the initial 911 call, at least 80 per cent of the time.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. For 2014, Strathcona County will have at least 10 per cent lower fire fatality rates (per 100,000 persons) than the 10 year Alberta average.
2. For 2014, Strathcona County will have at least 10 per cent lower fire injury rates (per 100,000 persons) than the 10 year Alberta average.
3. For 2014, Strathcona County will have at least 10 per cent lower per-capita residential dollar fire loss compared to the 10 year Alberta average.
4. For 2014, SCES will confine at least 10 per cent more of structure fires to the room of origin than the 2012 baseline
5. For 2014, chute times for the first responding SCES fire apparatus shall be 90 seconds or less, at least 90 per cent of the time
6. For calls within Sherwood Park in 2014, the first due SCES unit capable of firefighting operations shall arrive within a five minute 12 second travel time, at least 90 per cent of the time.
7. For residential fire calls within Sherwood Park in 2014, 15 SCES personnel shall be on scene within 12 minutes of the initial 911 call, at least 80 per cent of the time.
8. For rural Strathcona County calls in 2014, the first due SCES unit capable of firefighting operations shall arrive within a 13 minute travel time, at least 90 per cent of the time.
9. For rural Strathcona County fire calls in 2014, at least 15 SCES personnel shall be on scene within 20 minutes of the initial 911 call, at least 80 per cent of the time.

Objective 2C:

For 2014, at least 80 per cent of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural), of the first 911 call.

INPUTS

To accomplish our goals SCES will need the following resources

- Occupational Health, Safety and Training (OHST) branch
- Management team
- Appropriate operational resources
- Appropriate technologies
- Consistent budget
- SCES training program

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

- Develop a training program for the traffic control Standard Operating Guideline (SOG).
- Continue to develop and maintain the Opticom Traffic Control System.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By December 31, 2012, the Division Chief of OHST will circulate the training program for traffic controls to all operational staff.
2. By March 31, 2013, the DC Operations will ensure that at least 95 per cent of non-probationary SCES operations officers are competent in initiating SCES traffic controls.
3. By April 1 of each year, the DC Operations will present an annual report on call performance measures for the previous calendar year to all staff.
4. The DC Operations will hold a minimum of two fire-rescue meetings per calendar year.
5. The DC Operations will ensure special operations competencies are tracked and maintained annually.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. In 2012, at least 80 per cent of patients will be safely extricated within 20 minutes of rescue unit arrival on scene.
2. In 2012, chute times for rescue apparatus shall be 110 seconds or less at least 90 per cent of the time.
3. In 2012, the first due SCES rescue unit for Sherwood Park responses shall arrive within a six minute travel time at least 90 per cent of the time.
4. In 2012, the first due SCES rescue unit for rural responses shall arrive within a 14 minute travel time, at least 90 per cent of the time.
5. In 2012, for rescue calls within Sherwood Park, at least eight SCES personnel shall be on scene within 14 minutes of the initial 911 call at least 80 per cent of the time.
6. In 2012, for rural rescue calls within Strathcona County, at least eight personnel shall be on scene within 17 minutes of the initial 911 call at least 80 per cent of the time.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. In 2013, at least 85 per cent of patients will be safely extricated within 20 minutes of rescue unit arrival on scene.
2. In 2013, chute times for rescue apparatus shall be 100 seconds or less at least 90 per cent of the time.
3. In 2013, SCES traffic controls will be initiated within two minutes of first rescue unit arrival at least 85 per cent of the time.
4. In 2013, the first due SCES rescue unit for Sherwood Park responses shall arrive within a five minute 30 second travel time at least 90 per cent of the time.
5. In 2013, the first due SCES rescue unit for rural responses shall arrive within a 13 minute 30 second travel time at least 90 per cent of the time.
6. In 2013 for rescue calls within Sherwood Park, at least eight SCES personnel shall be on scene within 13 minutes of the initial 911 call, at least 80 per cent of the time.
7. In 2013 for rural rescue calls within Strathcona County, at least eight personnel shall be on scene within 16 minutes of the initial 911 call, at least 80 per cent of the time.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. In 2014, at least 90 per cent of patients will be safely extricated within 20 minutes of rescue unit arrival on scene.
2. In 2014, chute times for rescue apparatus shall be 90 seconds or less, at least 90 per cent of the time.
3. In 2014, SCES traffic controls will be initiated within two minutes of first rescue unit arrival, at least 90 per cent of the time.
4. In 2014, the first due SCES rescue unit for Sherwood Park responses shall arrive within a five minute 12 second travel time at least 90 per cent of the time.
5. In 2014, the first due SCES rescue unit for rural responses shall arrive within a 13 minute travel time at least 90 per cent of the time.
6. In 2014, for rescue calls within Sherwood Park, at least eight SCES personnel shall be on scene within 12 minutes of the initial 911 call, at least 80 per cent of the time.
7. In 2014 for rural rescue calls within Strathcona County, at least eight personnel shall be on scene within 15 minutes of the initial 911 call, at least 80 per cent of the time.

Objective 2D:

For 2014, the clinical presentation of at least 90 per cent of transported SCES Emergency Medical Services (EMS) patients upon arrival at hospital, will either be improved or stable related to their initial SCES assessment.

INPUTS

To accomplish our goals SCES will need the following resources

- Ambulance Information Management System (AIMS) data collection
- Specialized staff
- Electronic Patient Care Record (EPCR)
- Information Technology (IT) support
- Alberta Health Services (AHS) continuing education and certification
- Adequate resource allocation
- SCES Training Program

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

- Conduct a medical protocol review.
- Perform peer audits.
- Take part in International Trauma Life Support (ITLS) training and Advanced Cardiac Life Support (ACLS) training.
- Develop a "tool-kit" for measuring and reporting Emergency Medical Services (EMS) benchmarks.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By April 1 of each year, the DC Operations will present an annual report on call performance measures for the previous calendar year to all staff.
2. By December 31, 2012 the DC Operations will implement a method for documenting patient presentation on arrival at hospital compared to first assessment.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. In 2012, chute times for first responding SCES EMS apparatus will be 110 seconds or less at least 90 per cent of the time.
2. In 2012, the first due SCES ambulance for Sherwood Park responses shall arrive within a six minute travel time at least 90 per cent of the time.
3. In 2012, the first due SCES ambulance for rural responses shall arrive within a 14 minute travel time, at least 90 per cent of the time.
4. In 2012 for EMS calls within Sherwood Park, at least three SCES personnel shall be on scene within a nine minutes, 30 seconds of the initial 911 call, at least 80 per cent of the time.
5. In 2012 for rural EMS calls in Strathcona County, three SCES personnel shall be on scene within 14 minutes of the initial 911 call, at least 80 per cent of the time.
6. In 2012, at least 95 per cent of Medical First Responses in the previous 12 months will be at an Advanced Life Support (ALS) level.
7. In 2012, at least 99 per cent of SCES ambulance responses in the previous 12 months will be at an ALS level.
8. In 2012, at least 80 per cent of SCES transported EMS patients will have improved or stable clinical presentations.
9. In 2012, at least 95 per cent of EMS patients within Strathcona County triaged as Charlie, Delta or Echo will receive ALS from SCES.
10. In 2012, at least 95 per cent of responding SCES EMS crews will be three-person.
11. In 2012, at least 85 per cent of SCES intubation attempts will be successful.
12. In 2012, medication errors by SCES will occur on less than 0.1 per cent of patients.
13. In 2012, at least 85 per cent of SCES intravenous cannulation (IV) attempts will be successful.
14. In 2012, at least 20 per cent of SCES cardiac arrest patients will have pulses upon arrival at the hospital.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. In 2013, chute times for first responding SCES EMS apparatus will be 100 seconds or less at least 90 per cent of the time.
2. In 2013, the first due SCES ambulance for Sherwood Park responses shall arrive within a five minute 30 second travel time at least 90 per cent of the time.
3. In 2013, the first due SCES ambulance for rural responses shall arrive within a 13 minute 30 second travel time, at least 90 per cent of the time.
4. In 2013 for EMS calls within Sherwood Park, at least three SCES personnel shall be on scene within an eight minutes, 30 seconds of the initial 911 call, at least 80 per cent of the time.
5. In 2013 for rural EMS calls in Strathcona County, three SCES personnel shall be on scene within 13 minutes of the initial 911 call, at least 80 per cent of the time.
6. In 2013, at least 96 per cent of Medical First Responses in the previous 12 months will be at an Advanced Life Support (ALS) level.
7. In 2013, at least 99 per cent of SCES ambulance responses in the previous 12 months will be at an ALS level.
8. In 2013, at least 85 per cent of SCES transported EMS patients will have improved or stable clinical presentations.
9. In 2013, at least 95 per cent of EMS patients within Strathcona County triaged as Charlie, Delta or Echo will receive ALS from SCES.
10. In 2013, at least 96 per cent of responding SCES EMS crews will be three-person.
11. In 2013, at least 88 per cent of SCES intubation attempts will be successful.
12. In 2013, medication errors by SCES will occur on less than 0.1 per cent of patients.
13. In 2013, at least 88 per cent of SCES IV attempts will be successful.
14. In 2013, at least 23 per cent of SCES cardiac arrest patients will have pulses upon arrival at the hospital.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. In 2014, chute times for first responding SCES EMS apparatus will be 90 seconds or less at least 90 per cent of the time.
2. In 2014, the first due SCES ambulance for Sherwood Park responses shall arrive within a five minute 12 second travel time at least 90 per cent of the time.
3. In 2014, the first due SCES ambulance for rural responses shall arrive within a 13 minute travel time, at least 90 per cent of the time.
4. In 2014 for EMS calls within Sherwood Park, at least three SCES personnel shall be on scene within a seven minutes, 30 seconds of the initial 911 call, at least 80 per cent of the time.
5. In 2014 for rural EMS calls in Strathcona County, at least three SCES personnel shall be on scene within 12 minutes of the initial 911 call, at least 80 per cent of the time.
6. In 2014, at least 97 per cent of Medical First Responses in the previous 12 months will be at an Advanced Life Support (ALS) level.
7. In 2014, at least 99 per cent of SCES ambulance responses in the previous 12 months will be at an ALS level.
8. In 2014, at least 90 per cent of SCES transported EMS patients will have improved or stable clinical presentations.
9. In 2014, at least 95 per cent of EMS patients within Strathcona County triaged as Charlie, Delta or Echo will receive ALS from SCES.
10. In 2014, at least 97 per cent of responding SCES EMS crews will be three-person.
11. In 2014, at least 90 per cent of SCES intubation attempts will be successful.
12. In 2014, medication errors by SCES will occur on less than 0.1 per cent of patients.
13. In 2014, at least 90 per cent of SCES IV attempts will be successful.
14. In 2014, at least 25 per cent of SCES cardiac arrest patients will have pulses upon arrival at the hospital.

GOAL 3



Appendix E

SCES will become the Canadian emergency services leader in internal communication.

Timeline

June 1, 2012 to May 31, 2015.

Responsibility

Fire Chief

Success

By May 31, 2015, SCES will demonstrate significant improvement in internal communications from the 2012 baseline through achieving at least three out of four Goal 1 objectives.

Assumptions

SCES business processes and approved budgets will fund the planned activities. SCES will not suffer attrition or the absence of key staff.

Overview of Objectives

- A. By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new internal communications strategies and technologies, measured through achieving at least 18 out of 20 final objective 3A outcomes.
- B. By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new and accessible SCES policies and procedures, measured through achieving at least five out of six final objective 3B outcomes.
- C. By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an employee recognition program, measured through achieving at least five out of six final objective 3C outcomes.
- D. By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an inter-branch communication program, measured through achieving at least seven out of eight final objective 3D outcomes.

Objective 3A

By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new communications strategies and technologies, measured through achieving at least 18 out of 20 final objective 3A outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Specialized resources, including the SCES Communications and Marketing Specialist, SCES Information Technology (IT) resources, County Communications staff, County IT staff
- Coordination with other SCES branches (business operations, management, support staff, occupational health, safety and training branch, etc.)
- Third party contract resources
- Ad-hoc Library Resources Committee

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

For the purpose of improving communication in all directions, the department will implement new internal communication strategies and improve upon previously existing strategies as rated by SCES staff in the 2012 internal communications survey. The strategies which rated "very important" or "important" by over 50 per cent of SCES staff include:

1. An SCES Annual Report
2. "Big picture" meetings facilitated by Fire Chief
3. Prominent display of Mission/Vision/ Value Statements in Fire Stations
4. Improved SCES resource library
5. SCES newsletters
6. Management team facilitated workgroup meetings
7. News bulletins to staff
8. Public Relations committee calendar
9. Fire Chief tours and inspections
10. Online videos on major SCES news featuring Fire Chief

SCES will build a comprehensive internal communications program. The program will include:

1. Officer and supervisor training with measurable competencies
2. General staff training in the strategies, technologies and methods of internal communication

SCES will implement the nine internal communication technologies rated highly by staff, including:

1. Use of community alerting system to alert staff of emergent news
2. New handheld radios
3. Better access to computers for email, intranet and internet
4. Full implementation of Outlook email, including links to personal devices
5. Competency tracking system
6. Staff scheduling system
7. Digital information screens in select common areas
8. Training website
9. Meeting facilitation or video conferencing links between SCES facilities

SCES will eliminate the use of POSSE (based upon staff feedback in the 2012 internal communications survey), replacing Posse's functions with other technologies including Outlook email.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. SCES Business Operations will complete an Annual Report, including reporting performance on all strategic plan objectives, by April 1 of each year for the previous calendar year.
2. The Fire Chief or designate will present the Annual Report to Strathcona County Council by May 1 of each year for the previous calendar year.
3. The Fire Chief will ensure that all SCES staff will have access to the Annual Report by April 1 of each year for the previous calendar year.
4. The Fire Chief or designate will facilitate a minimum of two general staff meetings per year: (1) between budget approval and Dec. 31 to provide staff with budget results and an overview of the year ahead, and (2) in the second quarter to provide staff with updates on SCES and to include an awards ceremony.
5. By June 1, 2012, the SCES Communication and Marketing Specialist will establish an email briefing process for all staff with three key messages, to be emailed to all staff every two weeks.
6. By July 1, 2012, the Fire Chief will ensure that SCES prominently displays the SCES Mission, Vision, and Value Statements in at least one common area frequented by every SCES staff member.
7. By Sept. 1, 2012, the Fire Chief or designate will launch the policy for staff to provide information on kudos, successes, and accomplishments of SCES and staff to the SCES Communications and Marketing Specialist.
8. By Sept. 1, 2012, the SCES Communications and Marketing Specialist will ensure that all SCES media and press releases are circulated to all SCES staff on the same day as their release.
9. By Sept. 1, 2012, the SCES Public Relations Committee will ensure that an updated calendar of events in which SCES members can participate, is accessible to all members.
10. By Oct. 1, 2012, the Fire Chief will ensure that each member of the SCES management team has established a schedule to facilitate a minimum of two general meetings per calendar year for each branch or area of SCES they oversee, for the purposes of updating staff with regard to specific programs, successes, or challenges in their work area.
11. By Oct. 1, 2012, the SCES Communication and Marketing Specialist will establish a monthly "brief" electronic newsletter to be emailed to all staff, comprising of items such as kudos, successes, and on the accomplishments of SCES and staff.
12. By Oct. 1, 2012, the Fire Chief will communicate a policy to all SCES staff on the use of Outlook email to ensure communication of "message received and understood."
13. By Oct. 1, 2012, the Deputy Chief (DC) of Human Resources (HR)/Logistics will ensure Outlook is configured to link to the personal devices of 100 per cent of SCES staff who request it within one month of the request.
14. By Oct. 1, 2012, the Fire Chief or designate will issue the order to discontinue the use of POSSE for information transfer to SCES staff.
15. By Oct. 1, 2012, the DC of HR/Logistics will ensure that over 95 per cent of non-probationary SCES staff have access to a personal SCES email account and are expected to review and where requested respond to all internal SCES email communications.
16. By Oct. 1, 2012, the DC of HR/Logistics will ensure that over 95 per cent of non-probationary SCES staff are signed off on corporate Outlook email training.
17. By Dec. 31, 2012 the DC of HR/Logistics will ensure that SCES has a ratio of no more than three on-shift firefighters per computer work station at Stations 1, 4, and 5, (not including officers' computers.)
18. By Dec. 31, 2012, the DC of HR/Logistics will ensure that SCES has at least two computers connected to SCES email systems, intranet and internet at each of Stations 2 and 3.
19. By Jan. 1, 2013, the Fire Chief will do a formal tour and inspection of each SCES facility, and provide a verbal report and Q&A session to the on duty staff following the inspection, at least once per calendar year.
20. By Jan. 31, 2013, the DC of HR/Logistics will ensure that 100 per cent of non-probationary SCES staff have access to a personal SCES email account and are expected to review and where requested respond to all internal SCES email communications.
21. By June 1, 2013, the DC of HR/Logistics will ensure that SCES has digital information screens to provide SCES information to staff in at least one location at each full-time station.
22. By June 1, 2013, the DC of HR/Logistics will ensure that SCES has an electronic staff scheduling system in place and functioning effectively.
23. By July 1, 2013, the Fire Chief or designate will be featured in a short video at least twice each calendar year highlighting news with significant potential impacts on the department, with the link to the video provided to all SCES staff via email.
24. By July 1, 2013, the DC of HR/Logistics will establish a policy for the use of SCES library materials for all SCES staff.
25. By July 1, 2013, the DC of HR/Logistics will ensure that SCES has established a comprehensive central library of relevant emergency services materials at Station 6.
26. By Sept. 1, 2013, the DC of HR/Logistics will ensure that SCES has a training website capable of tracking required and completed training for 100 per cent of SCES staff.
27. By Oct. 1, 2013, the DC of HR/Logistics will ensure that SCES has meeting facilitation software in place, including video capability, between all SCES facilities.
28. By Oct. 1, 2013, the Assistant Chief (AC) of Emergency Management will ensure that SCES has the ability to provide timely security or emergency alerts to all staff via the community alerting system, utilizing a minimum of cell phone, text, landline, email, and RSS feed.
29. By Dec. 31, 2013, the DC of HR/Logistics will ensure a ratio of no more than 2.5 on-shift firefighters per computer work station at Stations 1, 4, 5, and 6, (not including officers' computers.)
30. By July 1, 2014, the DC HR/Logistics will ensure that selected internal communications competencies are included as occupational competencies for all SCES staff.
31. By July 1, 2014, the Division Chief of Occupational Health, Safety and Training will ensure that Strathcona Officers Administrative Programs (SOAP) include a Fire Chief approved module on internal communications.
32. By July 1, 2014, the DC of Operations will install a minimum of three "fire glove friendly" radios suitable for interior fireground operations for each Squad, Engine, Tower, and Rescue in the SCES fleet.
33. By Sept. 1, 2014, the DC of HR/Logistics will ensure that SCES has an electronic competency tracking system able to track required educational, training, and occupational competencies for 100 per cent of SCES staff.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

"Baseline" refers to the survey score on the SCES February 2012 Internal Communications Survey.

Target results are for responses "Strongly Agree" and "Agree" on the internal communications survey (to be completed first quarter 2013):

1. At least 85 per cent of staff understand the vision, mission, and objectives of SCES (baseline 82.8 per cent).
2. At least 83 per cent of staff understand how their work contributes to achieving the vision, mission, and objectives of SCES (baseline 79.5 per cent).
3. At least 82 per cent of staff believe they are an important part of SCES (baseline 78.6 per cent).
4. At least 88 per cent of staff are committed to SCES' vision, mission, and objectives (baseline 86 per cent).
5. At least 96 per cent of staff are committed to SCES (baseline 95 per cent).
6. At least 73 per cent of staff agree that SCES is committed to them (baseline 68.1 per cent).
7. At least 95 per cent of staff are proud to work for SCES (baseline 93.4 per cent).
8. At least 78 per cent of staff agree the Fire Chief's decisions and directions are communicated to them effectively (baseline 72 per cent).
9. At least 75 per cent of staff understand the rationale for the Fire Chief's decisions and directions (baseline 68.4 per cent).
10. At least 60 per cent of staff agree the SCES Management Team's decisions and directions are communicated to them effectively (baseline 54.9 per cent).
11. At least 56 per cent of staff understand the rationale for the SCES Management Team's decisions (baseline 52.2 per cent).
12. At least 80 per cent of staff agree their supervisor's decisions and directions are communicated to them effectively (baseline 72.1 per cent).
13. At least 70 per cent of staff understand the rationale for their supervisor's decisions and directions (baseline 65.7 per cent).
14. At least 88 per cent of staff are able to make the decisions necessary to do their job effectively (baseline 86.3 per cent).
15. At least 80 per cent of staff feel that those impacted by their decisions are effectively informed of their rationale (baseline 77.5 per cent).
16. At least 50 per cent of staff are sufficiently consulted by management (baseline 43 per cent).
17. At least 45 per cent of staff are effectively informed of external news which impacts SCES (baseline 37.8 per cent).
18. At least 55 per cent of staff are effectively informed of SCES news and initiatives (baseline 49.5 per cent).
19. At least 40 per cent of staff are effectively updated on ongoing SCES projects or programs and their results (baseline 28.8 per cent).
20. At least 50 per cent of staff are effectively informed about SCES' performance with regard to achieving key performance indicators and strategic goals (baseline 42.2 per cent).

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

"Baseline" refers to the survey score on the SCES February 2012 Internal Communications Survey.

Target results are for responses "Strongly Agree" and "Agree" on the internal communications survey (to be completed first quarter 2014):

1. At least 88 per cent of staff understand the vision, mission, and objectives of SCES (baseline 82.8 per cent).
2. At least 87 per cent of staff understand how their work contributes to achieving the vision, mission, and objectives of SCES (baseline 79.5 per cent).
3. At least 86 per cent of staff believe they are an important part of SCES (baseline 78.6 per cent).
4. At least 90 per cent of staff are committed to SCES' vision, mission, and objectives (baseline 86 per cent).
5. At least 97 per cent of staff are committed to SCES (baseline 95 per cent).
6. At least 76 per cent of staff agree that SCES is committed to them (baseline 68.1 per cent).
7. At least 96 per cent of staff are proud to work for SCES (baseline 93.4 per cent).
8. At least 82 per cent of staff agree the Fire Chief's decisions and directions are communicated to them effectively (baseline 72 per cent).
9. At least 78 per cent of staff understand the rationale for the Fire Chief's decisions and directions (baseline 68.4 per cent).
10. At least 65 per cent of staff agree the SCES Management Team's decisions and directions are communicated to them effectively (baseline 54.9 per cent).
11. At least 60 per cent of staff understand the rationale for the SCES Management Team's decisions (baseline 52.2 per cent).
12. At least 82 per cent of staff agree their supervisor's decisions and directions are communicated to them effectively (baseline 72.1 per cent).
13. At least 75 per cent of staff understand the rationale for their supervisor's decisions and directions (baseline 65.7 per cent).
14. At least 89 per cent of staff are able to make the decisions necessary to do their job effectively (baseline 86.3 per cent).
15. At least 82 per cent of staff feel that those impacted by their decisions are effectively informed of their rationale (baseline 77.5 per cent).
16. At least 60 per cent of staff are sufficiently consulted by management (baseline 43 per cent).
17. At least 55 per cent of staff are effectively informed of external news which impacts SCES (baseline 37.8 per cent).
18. At least 65 per cent of staff are effectively informed of SCES news and initiatives (baseline 49.5 per cent).
19. At least 50 per cent of staff are effectively updated on ongoing SCES projects or programs and their results (baseline 28.8 per cent).
20. At least 60 per cent of staff are effectively informed about SCES' performance with regard to achieving key performance indicators and strategic goals (baseline 42.2 per cent).

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

"Baseline" refers to the survey score on the SCES February 2012 Internal Communications Survey.

Target results are for responses "Strongly Agree" and "Agree" on the internal communications survey (to be completed first quarter 2015):

1. At least 90 per cent of staff understand the vision, mission, and objectives of SCES (baseline 82.8 per cent).
2. At least 90 per cent of staff understand how their work contributes to achieving the vision, mission, and objectives of SCES (baseline 79.5 per cent).
3. At least 90 per cent of staff believe they are an important part of SCES (baseline 78.6 per cent).
4. At least 92 per cent of staff are committed to SCES' vision, mission, and objectives (baseline 86.0 per cent).
5. At least 98 per cent of staff are committed to SCES (baseline 95.0 per cent).
6. At least 80 per cent of staff agree that SCES is committed to them (baseline 68.1 per cent).
7. At least 97 per cent of staff are proud to work for SCES (baseline 93.4 per cent).
8. At least 86 per cent of staff agree the Fire Chief's decisions and directions are communicated to them effectively (baseline 72.0 per cent).
9. At least 82 per cent of staff understand the rationale for the Fire Chief's decisions and directions (baseline 68.4 per cent).
10. At least 70 per cent of staff agree the SCES Management Team's decisions and directions are communicated to them effectively (baseline 54.9 per cent).
11. At least 65 per cent of staff understand the rationale for the SCES Management Team's decisions (baseline 52.2 per cent).
12. At least 85 per cent of staff agree their supervisor's decisions and directions are communicated to them effectively (baseline 72.1 per cent).
13. At least 80 per cent of staff understand the rationale for their supervisor's decisions and directions (baseline 65.7 per cent).
14. At least 90 per cent of staff are able to make the decisions necessary to do their job effectively (baseline 86.3 per cent).
15. At least 85 per cent of staff feel that those impacted by their decisions are effectively informed of their rationale (baseline 77.5 per cent).
16. At least 70 per cent of staff are sufficiently consulted by management (baseline 43.0 per cent).
17. At least 65 per cent of staff are effectively informed of external news which impacts SCES (baseline 37.8 per cent).
18. At least 75 per cent of staff are effectively informed of SCES news and initiatives (baseline 49.5 per cent).
19. At least 60 per cent of staff are effectively updated on ongoing SCES projects or programs and their results (baseline 28.8 per cent).
20. At least 70 per cent of staff are effectively informed about SCES' performance with regard to achieving key performance indicators and strategic goals (baseline 42.2 per cent).

Objective 3B:

By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new and accessible SCES policies and procedures, measured through achieving at least five out of six final objective 3B outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational budget
- Specialized resources, including the SCES Communications and Marketing Specialist, SCES Information Technology (IT) resources, County Communications staff, County IT staff
- Coordination with other SCES branches (business operations, management, Occupational Health, Safety and Training, etc.)
- Third party contract resources
- Various ad-hoc policy and procedure committees and teams

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

For the purposes of improving SCES performance, competence and confidence, SCES will build a new, comprehensive and best practices-based set of Standard Operation Guidelines and Policies (SOG's and SOP's).

The SOG's and SOP's will be easy to find electronically, easy to follow, and will not impede the ability of members to appropriately do their job.

Components of the program will include:

1. Development of the SOG's and SOP's
2. Establishment of effective access to SOG's and SOP's

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. The Fire Chief will approve a gap analysis based list of required SOG's and SOP's by Sept. 1, 2012.
2. The Fire Chief will ensure that one third of the list of required SOG's and SOP's are updated and complete to all new applicable standards and formats by Dec. 31, 2012.
3. The Fire Chief will ensure that all SCES staff have reasonable electronic access to the master (up-to date and in effect) SOG's and SOP's from any SCES facility no later than Dec. 31, 2012.
4. The Fire Chief will ensure that two thirds of the list of required SOG's and SOP's are updated and complete to all new applicable standards and formats by Dec. 31, 2013.
5. The Fire Chief will ensure that all of the list of required SOG's and SOP's are updated and complete to all new applicable standards and formats by Dec. 31, 2014.
6. The Fire Chief will ensure that all completed SOG's and SOP's are electronically communicated to all accountable staff by no later than Dec. 31 of each calendar year.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan.

- "Baseline" refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of "Strongly Agree" and "Agree" on the internal communications survey (to be completed in first quarter 2013).

1. At least 60 per cent of staff are effectively informed on updates or changes to SCES policies and procedures (baseline 52.2 per cent).
2. At least 50 per cent of staff are effectively informed about changes to equipment used to perform my job (baseline 45.3 per cent).
3. At least 65 per cent of staff agree SCES policies are easy to locate (baseline 54.4 per cent).
4. At least 65 per cent of staff agree SCES policies are easy to follow (baseline 57.8 per cent).
5. Less than 20 per cent of staff feel some policies and procedures impede their ability to do their job (baseline 29.9 per cent).
6. Less than 50 per cent of staff feel SCES requires some new policies and procedures to help them do their job (baseline 57.8 per cent).

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

- “Baseline” refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of “Strongly Agree” and “Agree” on the internal communications survey (to be completed in first quarter 2013).

1. At least 70 per cent of staff are effectively informed on updates or changes to SCES policies and procedures (baseline 52.2 per cent).
2. At least 60 per cent of staff are effectively informed about changes to equipment used to perform my job (baseline 45.3 per cent).
3. At least 73 per cent of staff agree SCES policies are easy to locate (baseline 54.4 per cent).
4. At least 73 per cent of staff agree SCES policies are easy to follow (baseline 57.8 per cent).
5. Less than 15 per cent of staff feel some policies and procedures impede their ability to do their job (baseline 29.9 per cent).
6. Less than 40 per cent of staff feel SCES requires some new policies and procedures to help them do their job (baseline 57.8 per cent).

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

- “Baseline” refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of “Strongly Agree” and “Agree” on the internal communications survey (to be completed in first quarter 2013).

1. At least 80 per cent of staff are effectively informed on updates or changes to SCES policies and procedures (baseline 52.2 per cent).
2. At least 70 per cent of staff are effectively informed about changes to equipment used to perform my job (baseline 45.3 per cent).
3. At least 80 per cent of staff agree SCES policies are easy to locate (baseline 54.4 per cent).
4. At least 80 per cent of staff agree SCES policies are easy to follow (baseline 57.8 per cent).
5. Less than 10 per cent of staff feel some policies and procedures impede their ability to do their job (baseline 29.9 per cent).
6. Less than 25 per cent of staff feel SCES requires some new policies and procedures to help them do their job (baseline 57.8 per cent).

Objective 3C:

By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an employee recognition program, measured through achieving at least five out of six final objective 3C outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget (already approved in 2012 budget)
- Specialized resources, including the SCES Communications and Marketing Specialist, SCES Information Technology (IT) resources, County Communications staff, County IT staff
- Management team and support staff
- SCES Medal Review Committee

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

For the purposes of recognizing the important and meaningful contributions of our staff to the department and the community, SCES will build a meaningful, comprehensive employee recognition program.

The program will be intended to recognize individual successes or exemplary performance, team successes or exemplary performance, share the results of internal best practices, and instill a sense in members that they are appreciated and recognized for their work.

The program will include:

1. The SCES Medal Program
2. Annual staff recognition program
3. Scheduled department special events
4. Regular communication of staff kudos, achievements, and successes, including internal examples of use of best practices

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By June 1, 2012, the Fire Chief will provide the policy framework for the SCES Medal Program, including the Fire Chief Unit Citation, the Medal of Honour, the Medal of Valour, and the Medal of Merit.
2. By Sept 30, 2012, the Fire Chief will issue the first Fire Chief Unit Citations.
3. By Sept 30, 2012, the Fire Chief will open nomination for SCES medals for which process will remain open from that time forward.
4. By Nov. 15 of each calendar year, the Fire Chief or designate will determine the staff recognition program based upon staff feedback and corporate policy.
5. By Dec. 1, 2012, the SCES Communications and Marketing Specialist will ensure that kudos, successes, and accomplishments of SCES and staff are reported in the monthly "brief" electronic newsletter on an ongoing basis.
6. By Dec. 1, 2012, all staff will be aware of the Fire Chief's policy for communication from Chief Officers to acknowledge kudos, achievements, successes, and best practices stemming from special occurrences or emergent events.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

- "Baseline" refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of "Strongly Agree" and "Agree" on the internal communications survey (to be completed in first quarter 2013).

1. At least 50 per cent of staff are effectively informed of SCES success stories and "kudos" (baseline 36.9 per cent).
2. At least 50 per cent of staff are effectively informed of news about SCES staff (baseline 34.9 per cent).
3. At least 40 per cent of staff agree SCES does a good job of recognizing individual staff successes or exemplary service (baseline 27.9 per cent).
4. At least 40 per cent of staff agree SCES does a good job of recognizing team successes or exemplary service (baseline 34.2 per cent).
5. At least 40 per cent of staff agree SCES does a good job of sharing internal best practices (baseline 33.6 per cent).
6. At least 50 per cent of staff agree SCES does a good job of recognizing them for their work (baseline 40 per cent).

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

- "Baseline" refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of "Strongly Agree" and "Agree" on the internal communications survey (to be completed in first quarter 2013).

1. At least 60 per cent of staff are effectively informed of SCES success stories and "kudos" (baseline 36.9 per cent).
2. At least 60 per cent of staff are effectively informed of news about SCES staff (baseline 34.9 per cent).
3. At least 50 per cent of staff agree SCES does a good job of recognizing individual staff successes or exemplary service (baseline 27.9 per cent).
4. At least 50 per cent of staff agree SCES does a good job of recognizing team successes or exemplary service (baseline 34.2 per cent).
5. At least 50 per cent of staff agree SCES does a good job of sharing internal best practices (baseline 33.6 per cent).
6. At least 60 per cent of staff agree SCES does a good job of recognizing them for their work (baseline 40 per cent).

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

- "Baseline" refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of "Strongly Agree" and "Agree" on the internal communications survey (to be completed in first quarter 2013).

1. At least 70 per cent of staff are effectively informed of SCES success stories and "kudos" (baseline 36.9 per cent).
2. At least 70 per cent of staff are effectively informed of news about SCES staff (baseline 34.9 per cent).
3. At least 60 per cent of staff agree SCES does a good job of recognizing individual staff successes or exemplary service (baseline 27.9 per cent).
4. At least 60 per cent of staff agree SCES does a good job of recognizing team successes or exemplary service (baseline 34.2 per cent).
5. At least 60 per cent of staff agree SCES does a good job of sharing internal best practices (baseline 33.6 per cent).
6. At least 70 per cent of staff agree SCES does a good job of recognizing them for their work (baseline 40 per cent).

Objective 3D:

By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation an inter-branch communication program, measured through achieving at least seven out of eight final objective 3D outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Specialized resources, including the SCES Communications and Marketing Specialist, SCES Information Technology (IT) resources, County Communications staff, County IT staff
- Coordination with other SCES branches (business operations, management, Occupational Health, Safety and Training (OHST), top ranking officer, etc.)
- Third party contract resources

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

SCES will build a comprehensive program to improve communication between SCES branches.

The program will include:

1. Inter-branch meetings
2. Information sessions facilitated by branch "ambassadors"
3. Use of select technologies and strategies to disseminate information between branches
4. Branch factsheets

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By March 1, 2013, the Fire Chief will provide all SCES members with a policy framework to support inter-branch communication, clearly outlining processes and timelines for inter-branch meetings and information sessions, and identifying the best communication technologies and strategies to improve inter-branch communication.
2. By March 1, 2013, the Fire Chief will ensure that each of the Fire Marshal, Division Chief of OHST, Captain of Emergency Communications, Assistant Chief (AC) of Business Operations and AC of Emergency Management will provide all staff outside their work areas with a quarterly electronic update or "branch factsheet" of the programs, successes or challenges related to their work areas.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

- "Baseline" refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of "Strongly Agree" and "Agree" on the internal communications survey (to be completed in first quarter 2013).

1. At least 40 per cent of staff agree the decisions and directions of other SCES branches are communicated to them effectively (baseline 27.9 per cent).
2. At least 40 per cent of staff understand the rationale of other branches' decisions and directions (baseline 27.9 per cent).
3. At least 25 per cent of staff agree SCES branches share information effectively (baseline 9.2 per cent).
4. At least 85 per cent of staff agree information from other SCES branches is important to their work (baseline 79.1 per cent).
5. At least 60 per cent of staff take advantage of the resources, knowledge, and skills of staff from other SCES branches (baseline 53.1 per cent).
6. At least 35 per cent of staff frequently communicate to members of other SCES branches about their work or projects (baseline 27 per cent).
7. At least 20 per cent of staff agree members of other SCES branches frequently communicate to them about their work or projects (baseline 11.8 per cent).
8. At least 35 per cent of staff agree communication between SCES branches strongly supports joint projects by SCES branches (baseline 25.2 per cent).

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

- “Baseline” refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of “Strongly Agree” and “Agree” on the internal communications survey (to be completed in first quarter 2013).

1. At least 50 per cent of staff agree the decisions and directions of other SCES branches are communicated to them effectively (baseline 27.9 per cent).
2. At least 50 per cent of staff understand the rationale of other branches’ decisions and directions (baseline 27.9 per cent).
3. At least 35 per cent of staff agree SCES branches share information effectively (baseline 9.2 per cent).
4. At least 88 per cent of staff agree information from other SCES branches is important to their work (baseline 79.1 per cent).
5. At least 65 per cent of staff take advantage of the resources, knowledge, and skills of staff from other SCES branches (baseline 53.1 per cent).
6. At least 40 per cent of staff frequently communicate to members of other SCES branches about their work or projects (baseline 27 per cent).
7. At least 30 per cent of staff agree members of other SCES branches frequently communicate to them about their work or projects (baseline 11.8 per cent).
8. At least 45 per cent of staff agree communication between SCES branches strongly supports joint projects by SCES branches (baseline 25.2 per cent).

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

- “Baseline” refers to the survey score on the SCES February 2012 Internal Communications Survey.
- Target results are for responses of “Strongly Agree” and “Agree” on the internal communications survey (to be completed in first quarter 2013).

1. At least 60 per cent of staff agree the decisions and directions of other SCES branches are communicated to them effectively (baseline 27.9 per cent).
2. At least 60 per cent of staff understand the rationale of other branches’ decisions and directions (baseline 27.9 per cent).
3. At least 50 per cent of staff agree SCES branches share information effectively (baseline 9.2 per cent).
4. At least 90 per cent of staff agree information from other SCES branches is important to their work (baseline 79.1 per cent).
5. At least 70 per cent of staff take advantage of the resources, knowledge, and skills of staff from other SCES branches (baseline 53.1 per cent).
6. At least 45 per cent of staff frequently communicate to members of other SCES branches about their work or projects (baseline 27 per cent).
7. At least 40 per cent of staff agree members of other SCES branches frequently communicate to them about their work or projects (baseline 11.8 per cent).
8. At least 55 per cent of staff agree communication between SCES branches strongly supports joint projects by SCES branches (baseline 25.2 per cent).

GOAL 4



Appendix F

SCES will attract, retain, and develop exceptional employees through an effective and comprehensive talent management system.

Timeline

June 1, 2012 to May 31, 2015

Responsibility

Deputy Chief-Human Resources and Logistics

Success

By May 31, 2015, SCES will demonstrate implementation of an effective talent management program through achieving at least four out of five final Goal 4 objectives.

Assumptions

SCES business processes and approved budgets will fund the planned activities. SCES will not suffer attrition or the absence of key staff. The International Association of Fire Fighters (IAFF) Collective Agreement and Strathcona County Classified Employee Handbook will not be impacted. All related parties adhere to timelines.

Overview of Objectives

- A. By March 1, 2015, SCES will demonstrate a successful recruitment program by achieving at least six out of seven final objective 4A outcomes.
- B. By May 31, 2015, SCES will demonstrate a successful on-boarding program by achieving at least four out of five final objective 4B outcomes.
- C. By May 31, 2015, at least 95 per cent of SCES staff will indicate that their job description is accurate and that they understand it.
- D. By May 31, 2015, at least 80 per cent of SCES staff will indicate that their most recent performance review improved their career planning and performance.
- E. By May 31, 2015, at least 80 per cent of SCES staff will meet their individual annual competency tracking targets for the previous 12 months.

Objective 4A:

By March 1, 2015, SCES will demonstrate a successful recruitment program by achieving at least six out of seven final objective 4A outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Specialized resources, including but not limited to: SCES Communications and Marketing Specialist and Information Technology (IT) staff; Strathcona County Communications, IT and Human Resources (HR) staff
- Coordination with other SCES branches (management, support staff, etc.)
- Third party contract resources and business contacts
- External resources

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

SCES will establish and measure an effective, efficient and documented recruitment process.

SCES will attract quality candidates through effective reputation management and marketing.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Nov. 1, 2012, the Deputy Chief (DC) HR/Logistics will implement a standardized recruitment program for all full-time operations positions.
2. By Nov. 1, 2012, the DC HR/Logistics will implement a standardized recruitment program for all part-time firefighter positions.
3. By Jan. 1, 2013, the DC HR/Logistics will implement a standardized recruitment program for all Emergency Communications Operator (ECO) positions.
4. By May 31, 2013, the DC HR/Logistics will implement a standardized recruitment program for all classified positions.
5. By May 31, 2013, the DC HR/Logistics will implement a standardized recruitment program for all management positions.
6. By May 31, 2013, the SCES Communications and Marketing Specialist will complete recruiting package templates for all externally posted SCES positions.
7. By Sept. 1, 2013, the SCES Communications and Marketing Specialist will implement an updated SCES recruitment video applicable for all branches of SCES.
8. By Sept. 1, 2013, the DC HR/Logistics will implement a program for marketing SCES as an employer to relevant firefighting, Emergency Medical Technician (EMT), Emergency Medical Technician-Paramedic (EMT-P), ECO and Emergency Management (EM) programs.
9. By Sept. 1, 2013, the DC HR/Logistics will implement a system for measuring cost of hire for SCES positions.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. At least 80 per cent of the SCES staff hired in 2013 will indicate positive satisfaction with the information they received about SCES during the recruiting process.
2. At least 80 per cent of the SCES staff hired in 2013 will indicate positive satisfaction with how SCES informed and supported them during the recruitment process.
3. At least 95 per cent of the SCES staff hired in 2013 will be rated positively with regard to performance by the SCES Management Team.
4. At least 90 per cent of the SCES positions filled in 2013 will have been filled within 60 days of the posting being closed.
5. By Dec. 31, 2013, the SCES vacancy rate for full-time positions will be less than three per cent.
6. By Dec. 31, 2013, the SCES vacancy rate for part-time positions will be less than 15 per cent.
7. By Dec. 31, 2013, the SCES cost of hire baseline will be established for all positions hired in 2013.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. At least 85 per cent of the SCES staff hired in 2014 will indicate positive satisfaction with the information they received about SCES during the recruiting process.
2. At least 85 per cent of the SCES staff hired in 2014 will indicate positive satisfaction with how SCES informed and supported them during the recruitment process.
3. At least 95 per cent of the SCES staff hired in 2014 will be rated positively with regard to performance by the SCES Management Team.
4. At least 90 per cent of the SCES positions filled in 2014 will have been filled within 60 days of the posting being closed.
5. By Dec. 31, 2014, the SCES vacancy rate for full-time positions will be less than two and a half per cent.
6. By Dec. 31, 2014, the SCES vacancy rate for part-time positions will be less than 10 per cent.
7. By Dec. 31, 2014, cost of hire will be reduced for at least 80 per cent of SCES positions hired in 2014 compared to peer hires in 2013.

Objective 4B:

By May 31, 2015, SCES will demonstrate a successful on-boarding program by achieving at least four out of five of the final objective 4B outcomes.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Specialized resources, including but not limited to: SCES Communications and Marketing Specialist and Information Technology (IT) staff; Strathcona County Communications, IT and Human Resources (HR) staff
- Third party contract resources and business contacts
- Coordination with other SCES branches (management, support staff, etc.)
- External resources

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

SCES will implement and measure an on-boarding process for all new SCES staff.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Jan. 1, 2013, the DC HR/Logistics will ensure at least 95 per cent of staff leaving SCES will be offered an exit interview.
2. By Nov. 1, 2013, the DC HR/Logistics will implement a standardized on-boarding program for all full-time operations positions.
3. By Nov. 1, 2013, the DC HR/Logistics will implement a standardized on-boarding program for all part-time firefighter positions.
4. By Jan. 1, 2014, the DC HR/Logistics will implement a standardized on-boarding program for all emergency communications positions.
5. By May 31, 2014, the DC HR/Logistics will implement a standardized on-boarding program for all classified positions.
6. By May 31, 2014, the DC HR/Logistics will implement a standardized on-boarding program for all management positions.
7. By Dec. 31, 2014, the DC HR/Logistics will implement a coaching program for all branches of SCES.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

There are no measurable outcomes expected in year two

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. At least 85 per cent of the SCES staff hired in 2014 will indicate positive satisfaction with the on-boarding to their position.
2. At least 85 per cent of the SCES staff hired in 2014 will indicate positive satisfaction with their assigned coach.
3. At least 85 per cent of selected SCES assigned coaches will indicate positive satisfaction with the on-boarding program.
4. By Dec. 31, 2014, at least 95 per cent of full-time staff hired in 2013 will still be with SCES.
5. By Dec. 31, 2014, at least 85 per cent of part-time staff hired in 2013 will still be with SCES.

Objective 4C:

By May 31, 2015, at least 95 per cent of SCES staff will indicate that their job description is accurate and that they understand it.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Specialized resources, including but not limited to: SCES Communication and Marketing resources, SCES Information Technology (IT) resources, County Communications staff, County IT staff, County Human Resources (HR) staff
- Third party contract resources and business contacts
- Coordination with other SCES branches (management, support staff, etc.)
- External resources
- IAFF Local 2461 executive

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

- Conduct an analysis of all job descriptions and revise as required.
- Ensure current and new job descriptions will follow a standard format.
- Facilitate review and feedback from all staff on their job descriptions.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Dec. 31, 2013, the DC HR/Logistics will update job descriptions for all full-time operations positions.
2. By Dec. 31, 2013, the DC HR/Logistics will update job descriptions for all part-time firefighter positions.
3. By Dec. 31, 2013, the DC HR/Logistics will update job descriptions for all emergency communications positions.
4. By Dec. 31, 2014, the DC HR/Logistics will update job descriptions for all classified positions.
5. By Dec. 31, 2014, the DC HR/Logistics will update job descriptions for all management positions.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. By May 31, 2014, at least 90 per cent of full-time operations staff will indicate that they understand their job description.
2. By May 31, 2014, at least 90 per cent of full-time operations staff will agree that their job description is accurate.
3. By May 31, 2014, at least 90 per cent of part-time firefighters will indicate that they understand their job description.
4. By May 31, 2014, at least 90 per cent of part-time firefighters will agree that their job description is accurate.
5. By May 31, 2014, at least 90 per cent of emergency communications staff will indicate that they understand their job description.
6. By May 31, 2014, at least 90 per cent of emergency communications staff will agree that their job description is accurate.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. By May 31, 2015, at least 95 per cent of full-time operations staff will indicate that they understand their job description.
2. By May 31, 2015, at least 95 per cent of full-time operations staff will agree that their job description is accurate.
3. By May 31, 2015, at least 95 per cent of part-time firefighters will indicate that they understand their job description.
4. By May 31, 2015, at least 90 per cent of part-time firefighters will agree that their job description is accurate.
5. By May 31, 2015, at least 95 per cent of emergency communications staff will indicate that they understand their job description.
6. By May 31, 2015, at least 95 per cent of emergency communications staff will agree that their job description is accurate.
7. By May 31, 2015, at least 90 per cent of classified staff will indicate that they understand their job description.
8. By May 31, 2015, at least 90 per cent of classified staff will agree that their job description is accurate.
9. By May 31, 2015, 100 per cent of the management team will indicate that they understand their job description.
10. By May 31, 2015, 100 per cent of the management team will agree that their job description is accurate.

Objective 4D:

By May 31, 2015, at least 80 per cent of SCES staff will indicate that their most recent performance review improved their career planning and performance.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Specialized resources, including but not limited to: SCES Communications and Marketing Specialist and Information Technology (IT) staff; Strathcona County Communications, IT and Human Resources (HR) staff
- Third party contract resources and business contacts
- Coordination with other SCES branches (management, support staff, etc.)
- External resources

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

Redesign the annual performance review process for all staff.
Design an annual 360-degree review process for all officers and supervisors.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Dec. 31, 2012, the DC HR/Logistics will implement a new process for staff performance appraisals.
2. By Dec. 31, 2012, the DC HR/Logistics will implement a system for staff to build performance management individual action plans, including Human Resource Development (HRD) or other relevant requirements.
3. By Dec. 31, 2013, the DC HR/Logistics will implement a 360-degree review process for all SCES officers and supervisors.
4. By July 1, 2014, the DC HR/Logistics will complete the measuring tools for the performance management program.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. By Dec. 31, 2013, at least 90 per cent of SCES staff will have a documented performance review completed in 2013.
2. By Dec. 31, 2013, at least 90 per cent of SCES staff will have completed an individual action plan to achieve performance and career goals within 30 days of their performance review.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. By Dec. 31, 2014, at least 90 per cent of SCES staff will have a documented performance review completed in 2014.
2. By Dec. 31, 2014, at least 90 per cent of SCES staff will have completed an individual action plan to achieve performance and career goals within 30 days of their performance review.
3. By Dec. 31, 2014, at least 90 per cent of unionized SCES staff will indicate they understand their current HRD requirements.
4. By Dec. 31, 2014, at least 75 per cent of SCES officers and supervisors will have completed a 360-degree review in 2014.
5. By Dec. 31, 2014, at least 75 per cent of SCES officers and supervisors will have completed an individual action plan based upon their 360-degree review within 30 days of their review.

Objective 4E:

By May 31, 2015, at least 80 per cent of SCES staff will meet their individual annual competency tracking targets for the previous 12 months.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Occupational Health Safety and Training (OHST), in conjunction with HRD Committee
- SCES Information Technology (IT) resources
- Newly formed Committee with representation from all SCES areas and/or branches, assembled to initiate the process
- Management team and support staff
- National Fire Prevention Association (NFPA) Standards & OH&S Code of Practice

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

To establish a skills maintenance system, SCES will:

1. Utilize SCES Standard Operating Guidelines and Standard Operating Procedures (SOPs and SOGs), as well as industry standards, to set baselines for Job Performance Requirements (JPRs) and skills competencies.
2. Create and utilize a comprehensive skills training manual for operations staff and identify requirements for development of skills training manuals for all other branches.
3. Supervisors will review each staff member's progress and ensure timeline compliance with all JPRs and competencies.

Track skills maintenance by:

1. Broaden the scope of current tracking methods, (Yardstick and Compliance Suite,) to track all staff in a skills-based format.
2. Create a user friendly data transfer system for daily training records for all branches.
3. Ensure data tracking provides readily transparent available reporting for each staff member.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Oct. 1, 2013, OHST will have identified and completed JPRs for at least 90 per cent of positions requiring skills tracking.
2. By Dec. 31, 2013, OHST will implement an annual schedule for competency requirements based upon the JPRs.
3. By Dec. 31, 2013, OHST will implement a tracking system for skills outlined by the JPRs.
4. By March 1, 2014, OHST will complete the staff orientation program for the skills maintenance program.
5. By May 31, 2014, OHST will implement skills training manuals for each SCES branch.
6. By May 31, 2014, all staff will have electronic access to their training and competency records.
7. By May 31, 2014, all supervisors will have electronic access to their staff's training and competency records.
8. By Feb. 1, 2015, OHST will provide a report to the DC HR/Logistics with regard to program successes and challenges.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. By Dec. 31, 2014, at least 90 per cent of SCES staff will be oriented and signed into the skills tracking program.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. By May 31, 2015 at least 80 per cent of SCES staff will have completed their competency tracking targets for the previous 12 months.
2. By May 31, 2015, at least 80 per cent of SCES staff will indicate that the skills maintenance program improves their safety and competence.

GOAL 5



Appendix G

SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

Timeline

June 1, 2012 to May 31, 2015

Responsibility

Deputy Chief-Operations

Success

By May 31, 2015, SCES will apply for Commission on Fire Accreditation International (CFAI) Accreditation, with preparation for the accreditation process demonstrated by completing all four objectives.

Assumptions

SCES business processes and approved budgets will fund the planned activities. SCES will not suffer attrition or absence of key staff. SCES will receive the agreed upon support from other departments and agencies.

Overview of Objectives

- A. By May 31, 2015, SCES will complete a community risk analysis on behalf of Strathcona County, as per the Commission on Fire Accreditation International (CFAI) self-assessment guidelines
- B. By May 31, 2015, SCES will complete the CFAI self-assessment process.
- C. By May 31, 2015, SCES will publish an updated Standards of Cover (SOC) document in accordance with the CFAI accreditation program.
- D. By May 31, 2015, the Fire Chief will approve the 2015 to 2018 SCES Strategic Plan.

Objective 5A:

By May 31, 2015, SCES will complete a community risk analysis on behalf of Strathcona County, as per the Commission on Fire Accreditation International (CFAI) Self-Assessment Guidelines

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from Operational and Capital Budget
- Specialized resources & consultants
- Select staff from every branch and area of SCES
- Multi-department project teams (eg. Utilities, Fleet, Facility Services, Legislative and Legal)

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

The Deputy Chief (DC) Operations will complete a community risk analysis, including the following components:

1. Scan of the environment
2. Identification of community risks
3. Identification in service level objectives
4. Distribution & concentration study
5. Reliability study
6. Response time performance study
7. Overall evaluation
8. A brief governing body

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By May 31, 2013, the DC Operations shall scan the environment, analyzing:
 - Geographic boundaries
 - Planning areas
 - Demographics
 - Economic factors
 - Development patterns
2. By May 31, 2013, the Assistant Chief (AC) Emergency Management shall:
 - Define risks (fire/non-fire)
 - Evaluate potential risks
 - ~ Occupancy
 - ~ Management zones
 - ~ Jurisdictions
 - Create a community risk matrix
 - Analyze historical experience
 - Determine probability
 - Determine consequences
 - Define community profile
3. By May 31, 2013, the DC Operations will identify service level objectives:
 - Perform a critical task analysis
 - Define effective response force (ERF) by risk
 - Set baseline & benchmark service level objectives
 - ~ Response
 - ~ Fire flow
 - ~ Staffing
 - ~ Apparatus
4. By May 31, 2013, the DC Human Resources (HR) / Logistics shall perform distribution & concentration study:
 - Measure baseline capability
 - Evaluate station distribution
 - Evaluate company concentration
 - Analyze efficiency of distribution concentration of resources
 - Measure capability exceeding effective response force
5. By May 31, 2014, the DC Operations shall conduct a services reliability study:
 - Determine response reliability by management zone
 - Identify community response reliability
 - Identify impact of call types
 - Set drawdown policy
 - Identify resource exhaustion point
6. By May 31, 2014, the DC Operations shall conduct a response time performance study on the:
 - History for each hazard (refer to cascade of events)
 - ~ Public Safety Answering Point (PSAP)
 - ~ Call processing
 - ~ Turnout time
 - ~ Travel time
 - ~ Initiating action
 - First due
 - Effective response force
7. By May 31, 2015, the DC Operations shall conduct an overall evaluation on:
 - Policy choices
 - Revise Standards of Cover
8. By May 31, 2015, the Fire Chief or designate shall brief the governing Executive Team and Council.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. By May 31, 2013, the DC Operations will provide the following completed documents to the Fire Chief:
 - Environmental scan
 - Community risk identification
2. Identify service level objectives

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. By May 31, 2014, the DC Operations will provide the following completed documents to the Fire Chief:
 - Distribution & concentration study
 - Reliability study
 - Response time performance study

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. By May 31, 2015, the DC Operations will provide the following completed documents to the Fire Chief:
 - Overall evaluation
 - Briefing for governing body
2. By May 31, 2015, the DC Operations will provide updated versions of:
 - Scan of the environment
 - Identification of community risks
 - Identification of service level objectives
 - Distribution and concentration study
 - Reliability study
 - Response time performance study

Objective 5B:

By May 31, 2015, SCES will complete the CFAI self-assessment process.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Specialized resources
- Select staff from every branch and areas of SCES
- Multi-department project teams (eg. Utilities, Fleet, Facilities, Legislative and Legal Service)
- Dedicated project manager

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

The Deputy Chief (DC) Operations will complete the self assessment, including analysis of criterion in:

1. Governance and administration
2. Assessment and planning
3. Goals and objectives
4. Financial resources
5. Programs
6. Physical resources
7. Human resources
8. Training and competency
9. Essential resource
10. External systems relationships

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. The Assistant Chief (AC) Business Operations will complete the outlined governance and administration criterion by May 31, 2015.
2. Deputy Chief (DC) Community Safety/Emergency Communications will complete all assessment and planning criterion by May 31, 2015.
3. DC Operations will complete the goals and objectives criterion by May 31, 2015.
4. AC Business Operations to complete all financial resources criterion by May 31, 2015.
5. DC Operations to complete all programs criterion by May 31, 2015.
6. DC HR/Logistics to complete all physical resources criterion by May 31, 2015.
7. DC HR/Logistics to complete all human resources criterion by May 31, 2015.
8. DC HR/Logistics to complete all training and competency criterion by May 31, 2015.
9. DC HR/Logistics to complete all essential resources criterion by May 31, 2015.
10. DC Community Safety/Emergency Communications to complete all external system relationships criterion by May 31, 2015.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

Outputs one through 10 all the same:

1. 50 per cent of all core competencies in each of the respective outputs to be completed by May 31, 2013.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

Outputs one through 10 all the same:

1. 90 per cent of all core competencies in each of the respective outputs to be completed by May 31, 2014.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

Outputs one through 10 all the same:

1. 100 per cent of all core competencies completed.
2. 60 per cent of all performance indicators completed by May 31, 2015.

Objective 5C:

By May 31, 2015, SCES will publish an updated Standards of Cover (SOC) document in accordance with the CFAI accreditation program.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational and capital budget
- Specialized resources including the SCES Communications and Marketing Specialist, SCES Information Technology (IT) resources, County Communications staff, accreditation team, staff representatives from all branches of the department
- Third party contract resources
- Multi-department project teams (HR, IT, SCES, Fleet, Facilities)
- Communication with CFAI and Centre for Public Safety Excellence (CPSE)
- Project manager

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

Establish a SOC by Sept. 2012.

On Nov. 1, 2014 planning will commence to develop a strategy for meeting SOC in accordance to CFAI.

A multi-branch team will meet to develop a plan to amend/update SOC developed in 2012 to reflect the future Strength/Weakness/Opportunities/Threats (SWOT) analysis and recognize deficiencies in current SOC under the supervision of the Fire Chief.

Areas to be reviewed are defined in the following categories:

1. Governance and administration
2. Assessment and planning
3. Goals and objectives
4. Financial resources
5. Programs
6. Physical resources
7. Human resources
8. Training and competency
9. Essential resources
10. External systems resources

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. The DC Operations will communicate the SOC to the rest of the department by Nov. 2012.
2. SCES will complete an amended SOC for 2015 to 2018 and be prepared to initiate application for CFAI accreditation.
Areas to be reviewed are defined in the following categories:
 - a) Governance and administration- AC Business Operations:
 - Criterion 1A: Governing body
 - Criterion 1B: Agency administration
 - b) Assessment and planning- DC Community Safety/ Emergency Communications:
 - Criterion 2A: Documentation of area characteristics
 - Criterion 2B: Fire risk assessment and resource strategies
 - Criterion 2C: Non-fire risk assessment response strategies
 - Criterion 2D: Strategic or long term master plan
 - c) Goals and objectives- DC Operations:
 - Criterion 3A: Goals and objectives
 - Criterion 3B: Implementation of goals and objectives
 - Criterion 3C: Measurement of organizational progress
 - d) Financial Resources- AC Business Operations:
 - Criterion 4A: Financial planning
 - Criterion 4B: Financial practices
 - Criterion 4C: Resource allocation
 - e) Programs- DC Operations:
 - Criterion 5A: Fire suppression
 - Criterion 5B: Fire prevention/ life safety program
 - Criterion 5C: Public education program
 - Criterion 5D: Fire investigation program
 - Criterion 5E: Technical rescue
 - Criterion 5F: Hazardous materials (Hazmat)
 - Criterion 5G: Emergency medical services
 - Criterion 5H: Domestic preparedness
 - Criterion 5I: Aviation rescue and fire fighting services
 - Criterion 5J: Marine and shipboard rescue and fire fighting services
 - Criterion 5K: Other programs
 - f) Physical Resources- DC HR/Logistics:
 - Criterion 6A: Fixed facilities
 - Criterion 6B: Apparatus and vehicles
 - Criterion 6C: Apparatus maintenance
 - Criterion 6D: Tools and small equipment
 - Criterion 6E: Safety equipment
 - Criterion 6F: Physical resources plan
 - g) Human Resources- DC HR/Logistics:
 - Criterion 7A: Human resources administration
 - Criterion 7B: Recruitment, selection, retention and promotion
 - Criterion 7C: Personnel policies and procedures
 - Criterion 7D: Use of human resources
 - Criterion 7E: Personnel compensation
 - Criterion 7F: Risk management and personal safety
 - Criterion 7G: Wellness/fitness programs

OUTPUTS cont.

Accomplishing these activities will result in the following evidence of progress

- h) Training and Competency- DC HR/Logistics:
 - Criterion 8A: Training and education program requirements
 - Criterion 8B: Training and education program performance
 - Criterion 8C: Training and education resources
- i) Essential Resources- DC Community Safety/ Emergency Communications:
 - Criterion 9A: Water supply
 - Criterion 9B: Communication systems
 - Criterion 9C: Administrative support services and services and office systems
- j) External Systems Resources- DC Community Safety/ Emergency Communications
 - Criterion 10A: External agency relationships
 - Criterion 10B: External agency agreements

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. By Nov. 1, 2012, the Accreditation Manager will provide all SCES members with the 2012 SOC.
2. By Dec. 1, 2012, the Fire Chief will provide a briefing on the 2012 SOC to Executive Team and Council.

YEAR TWO OUTCOMES

There are no measurable outcomes expected in year two

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. By April 30, 2015, the DC Operations will provide all SCES members with the 2015 SOC.
2. By May 31, 2015, the Fire Chief will provide a briefing on the 2015 SOC to Executive Team and Council.

Objective 5D:

By May 31 2015, the Fire Chief will approve the 2015 to 2018 SCES Strategic Plan.

INPUTS

To accomplish our goals SCES will need the following resources

- Funding from operational budget
- Strategic Planning Team and related resources

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

On Nov. 1, 2014, the Fire Chief will commence a review and analysis of the performance of the 2012 to 2015 Strategic Planning process.

By Nov. 1, 2014, the Fire Chief will establish a new strategic planning committee.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. On May 31, 2015, the Fire Chief will have a new strategic plan in place for June 2015 to May 2018.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

There are no measurable outcomes expected in year two

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. The Fire Chief will approve the published 2015 to 2018 SCES Strategic Plan by May 31, 2015.



GOAL 6



Appendix H

SCES will develop and implement a model municipal Management Accountability Framework (MAF).

Timeline

June 1, 2012 to May 31, 2015.

Responsibility

Assistant Chief-Business Operations

Success

By May 31, 2015, using the Canadian MAF assessment scale, SCES will score “strong” or “acceptable” in at least eight out of 10 of the SCES management areas, with a logic model for addressing any identified deficiencies included in the 2015 to 2018 SCES Strategic Plan.

Assumptions

SCES business processes and approved budgets will fund the planned activities. SCES will not suffer attrition or the absence of key staff. SCES will receive the agreed upon support from other departments and agencies.

Overview of Objectives

- A. By Feb. 28, 2015, SCES will complete the first comprehensive evaluation of the SCES MAF.
- B. By April 1, 2015, SCES will include a summary of assessment scores and analyzed results of the MAF in the 2014 SCES Annual Report.
- C. By May 31, 2015, the SCES 2015 to 2018 Strategic Plan will include a logic model for improving deficiencies within the first SCES MAF evaluation.
- D. By March 1, 2015, at least 80 per cent of SCES staff will be “very familiar” or “familiar” with the SCES MAF.

Objective 6A:

By Feb. 28, 2015, SCES will complete the first comprehensive evaluation of the SCES MAF.

INPUTS

To accomplish our goals SCES will need the following resources

- Specialized resources, including the SCES Communications and Marketing Specialist, SCES Information Technology (IT) resources, County Communications staff.
- Coordination with other SCES branches (business operations, management, support staff, etc.)

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

The Assistant Chief (AC) Business Operations will develop relevant measurement tools and evidence requirements for each component of the MAF, including:

1. Values and ethics
2. Managing for results
3. Citizen focused service
4. Financial management and control
5. Security management
6. Integrated risk management
7. People management
8. Procurement
9. Information management
10. Project management

The AC Business Operations will ensure that an audit team, comprised of at least three SCES staff and at least two Strathcona County staff, is selected, oriented and trained to perform the SCES MAF assessment audit.

The team will review required evidence provided by SCES and the scores achieved on MAF assessment tools.

The SCES staff selected will be comprised of at least one management team member, one union member and one classified or part-time member.

The two County staff will be at a minimum classification of manager within their departments.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By July 31, 2014, the AC Business Operations will complete a document containing the measurement tools and evidence requirements for each of the 10 MAF components.
2. By Aug. 31, 2014 the Fire Chief will approve the recommended measurement tools and evidence requirements for each of the 10 MAF components.
3. By Oct. 31, 2014, the AC Business Operations will ensure that the SCES MAF audit team is oriented and equipped for the purpose of performing the SCES MAF audit.
4. By Oct. 31, 2014, the AC Business Operations will ensure that all assessment tools, including staff survey tools, are ready for use.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

There are no measurable outcomes expected in year two

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. By Feb. 28, 2015, the SCES MAF audit report will be complete, including documented assessment findings of all required evidence and all data from measurement tools and surveys.

Objective 6B:

By April 1, 2015, SCES will include a summary of assessment scores and analyzed results of the MAF in the 2014 SCES Annual Report.

INPUTS

To accomplish our goals SCES will need the following resources

- SCES MAF Audit Team
- Business Operations staff, including the SCES Communications and Marketing Specialist
- Management team and support staff

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

The AC Business Operations will ensure that a comprehensive report of all SCES MAF assessment results is included in the SCES Annual Report. All components of the MAF will be specifically reported on and rated, including:

1. Values and ethics
2. Managing for results
3. Citizen focused service
4. Financial management and control
5. Security management
6. Integrated risk management
7. People management
8. Procurement
9. Information management
10. Project management

Each component of the MAF will be scored by the audit committee based upon the Treasury Board of Canada Secretariat MAF Assessment Scale, with the four possible rankings as:

1. Strong: sustained performance for the area of management that suggests continued strong performance
2. Acceptable: meets the expectations of Strathcona County
3. Opportunity for Improvement: evidence that attention to deficiencies and progress towards acceptability is occurring
4. Attention Required: inadequate attention to deficiencies

By the standard, "strong" or "acceptable" is considered a "pass." The stated outcome objective for SCES of a "strong" or "acceptable" in at least eight criteria means SCES would pass at least eight out of 10 criteria. This is a high rate of success relative to Canadian government organizations assessed through the MAF, especially for the first assessment.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By April 1, 2015, the AC Business Operations will include a summary report of the SCES MAF assessment results and MAF component ratings in the 2014 SCES Annual Report.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

There are no measurable outcomes expected in year two

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. The 2014 SCES Annual Report will indicate that SCES scored "strong" or "acceptable" in at least 80 per cent of management areas.

Objective 6C:

By May 31, 2015, the SCES 2015 to 2018 Strategic Plan will include a logic model for improving deficiencies within the first SCES MAF evaluation.

INPUTS

To accomplish our goals SCES will need the following resources

- SCES Strategic Planning Team
- Business operations staff
- Management team and support staff

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

Under the leadership of the Fire Chief, the Strategic Planning Team for the 2015 to 2018 SCES Strategic Plan will review all available MAF assessment data, scores, comparable organizations, and other relevant information to develop a logic model to improve the SCES MAF.

Improving assessment results for the 2017 assessment, relative to the baseline results of the 2014 assessment, will be a component of the Strategic Plan.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By April 1, 2015, the AC Business Operations will ensure that all Strategic Planning Team members receive detailed data and relevant information, in addition to that provided in the annual report, to facilitate development of action plans to improve MAF scores.
2. By May 15, 2015, the Fire Chief will ensure that outcomes for improving the SCES MAF are developed by the Strategic Planning Team.

YEAR ONE OUTCOMES

There are no measurable outcomes expected in year one

YEAR TWO OUTCOMES

There are no measurable outcomes expected in year two

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. By May 15, 2015, the Strategic Planning Team will have developed, peer reviewed and approved a logic model for improvement of the SCES MAF results, including it in the 2015 to 2018 SCES Strategic Plan.

Objective 6D:

By March 1, 2015, at least 80 per cent of SCES staff will be “very familiar” or “familiar” with the SCES MAF.

INPUTS

To accomplish our goals SCES will need the following resources

- Specialized resources, including the SCES Communications and Marketing Specialist, SCES Information Technology (IT) resources, County Communications staff.
- Coordination with other SCES branches (business operations, management, support staff, etc.)

ACTIVITIES

Accomplishing the following activities will result in the following measurable deliverables

The AC Business Operations will complete the MAF, including:

1. Values and ethics
2. Managing for results
3. Citizen focused service
4. Financial management and control
5. Security management
6. Integrated risk management
7. People management
8. Procurement
9. Information management
10. Project management

As per the Treasury Board of Canada Secretariat, MAF success requires:

1. Top leadership to improve management practices
2. Development of a culture which focuses on results, requiring time and sustained focus
3. Constructive performance management assessments which encourage continuous improvement
4. Evergreen assessment tools with room left for good judgment
5. Utilization of conferences and workshops to share best practices between the organization and peer organizations

Based upon guidelines for the Government of Canada assessment of small federal department MAFs, the SCES MAF will be assessed every third year.

OUTPUTS

Accomplishing these activities will result in the following evidence of progress

1. By Sept. 30, 2013, the AC Business Operations will complete the SCES MAF as a stand-alone document.
2. By Oct. 31, 2013, the SCES Communications and Marketing Specialist will complete the staff and stakeholder communications plan for the SCES MAF.
3. By Dec. 31, 2013, the Fire Chief or designate will communicate the SCES MAF to the Strathcona County Executive Team.
4. By Dec. 31, 2013, the AC Business Operations will ensure that all actions of the staff and stakeholder communications plan for the SCES MAF Framework are completed.
5. By Dec. 31, 2013, SCES will receive endorsement of the SCES MAF by the Strathcona County Executive Team.
6. By the first quarter in 2014, the AC Business Operations will conduct a survey to measure staff familiarity of the SCES MAF.

YEAR ONE OUTCOMES

We expect the following measurable changes within the first year of the strategic plan

1. All six members of the management team will participate in a peer conference or symposium each year, with evidence to support best practices are introduced to SCES as a result.
2. At least 80 per cent of the leadership group consisting of 3-stripe officers, the Emergency Communications Captain and Classified Supervisors will participate in a peer conference or symposium each year, with evidence to support best practices are introduced to SCES as a result.
3. SCES staff will present SCES best practices at a peer attended conference or symposium at least five times each calendar year.

YEAR TWO OUTCOMES

We expect the following measurable changes within the second year of the strategic plan

1. All six members of the management team will participate in a peer conference or symposium each year, with evidence to support best practices are introduced to SCES as a result.
2. At least 80 per cent of the leadership group consisting of 3-stripe officers, the Emergency Communications Captain, and Classified Supervisors will participate in a peer conference or symposium each year, with evidence to support best practices are introduced to SCES as a result.
3. SCES staff will present SCES best practices at a peer attended conference or symposium at least five times per calendar year
4. At least 70 per cent of staff will be familiar with SCES MAF as questioned in a staff survey (total selecting "Very Familiar" or "Familiar" responses) to be measured in first quarter of 2014.

FINAL OUTCOMES

We expect the following impacts/trends by the end of the three year strategic plan

1. All six members of the management team will participate in a peer conference or symposium each year, with evidence to support best practices are introduced to SCES as a result.
2. At least 80 per cent of the leadership group consisting of 3-stripe officers, the Emergency Communications Captain, and Classified Supervisors will participate in a peer conference or symposium each year, with evidence to support best practices are introduced to SCES as a result.
3. SCES staff will present SCES best practices at a peer attended conference or symposium at least five times per calendar year
4. At least 80 per cent of staff will be familiar with SCES MAF as questioned in a staff survey (total selecting "Very Familiar" or "Familiar" responses) to be measured in first quarter of 2015.



**STRATHCONA
COUNTY**

For further information:

www.strathcona.ca/sces

Phone: 780-467-5216

Email: emergencyservices@strathcona.ca