



HONOUR TO SERVE
INSPIRED TO LEAD
STRATHCONA COUNTY EMERGENCY SERVICES



Strathcona County Emergency Services

ANNUAL REPORT 2013





Strathcona County Emergency Services

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TABLE OF CONTENTS

Mission, Vision, and Values	3
Letter from the Chief.....	4
Year in Review.....	5
Highlights	8
Feedback from the Community.....	9
Taking Care of our Staff	11
Year Two Snapshot	12
Goal 1.....	13
Goal 2.....	16
Goal 3.....	20
Goal 4.....	24
Goal 5.....	30
Goal 6.....	30
2013 Financial Results	31
Honouring our Fallen.....	33
Appendix	34
Goal 1.....	35
Goal 2.....	41
Goal 3.....	45
Goal 4.....	47
Goal 5.....	50
Goal 6.....	51







OUR 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.

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.

LETTER FROM THE FIRE CHIEF



July, 2014

I am pleased to provide the Strathcona County Emergency Services (SCES) 2013 Annual Report to our community. This is the second report provided since the development of a very comprehensive Strategic Plan (Business Plan) in 2012. To better reflect a more common approach to annual reports this year, we have adjusted the timing of the report to encompass a full calendar year and will continue to report this way in future years. As such, a portion of this year's report overlaps with last year.

2013 was a year of change and significant events at SCES. We began operations at Station 6 at noon on May 15th; the first new fire station in Sherwood Park in over 20 years. The first emergency call came in less than two hours later and the station has had an immediate impact on reducing response times in a large portion of Sherwood Park and the surrounding areas to the north. Minutes and seconds count in the emergency business. In June, SCES provided immediate and direct support to the town of High River during the historic flooding of Southern Alberta. SCES provided both leadership and technical expertise, and helped begin the rebuilding of the community as they recover from the devastating effects of mother nature. And in November we said farewell to Fire Chief Darrell Reid as he continued his career by moving to the Toronto Fire Service.

While 2013 had some notable successes, it also showed we continue to have room for improvement. We take these indications seriously and work towards improvements and efficiencies that will make our service more effective. Our community demands nothing less and if we are to attain our vision of being Canada's safest community, we cannot settle for the status quo. The 2013 customer satisfaction survey showed that more people than ever before support us and are satisfied with our service. Our commitment to our community is a core value and I am very pleased that it shows.

I am delighted to have been selected as the seventh Chief in the history of SCES. I would like to thank Senior Administration for placing their trust in me. I would also like to thank our Mayor and Council for their continued support for our department. Finally, I want to thank each and every one of the 250 staff who wear our uniform proudly. It is the work you do every day and the values you bring to work that make this department so great. I am honoured to serve you.

Honoured to serve. Inspired to lead.

Sincerely,

A handwritten signature in black ink, appearing to read "Iain Bushell".

Iain Bushell,
Fire Chief and Director, Emergency Services
Director, Emergency Management



Photo courtesy of Enbridge

Year in review

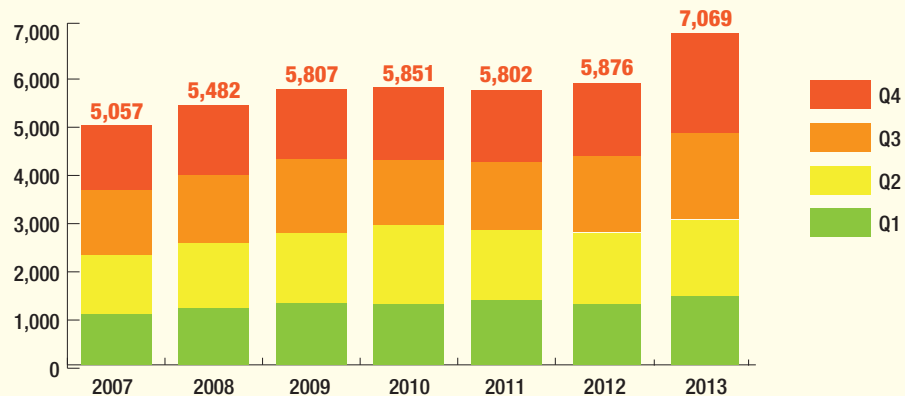
Year Two of SCES' 2012 to 2015 Business Plan is complete. The department has experienced significant change, growth, challenges, and successes. A theme has developed in 2013 for SCES – synergy. The department continues to evolve and make great strides in working with others, especially with other County departments, to achieve more.

Effective this year, the reporting period for the SCES annual report has shifted to a calendar year. This decision was made to align with traditional timeframes for reporting, Strathcona County budget cycles, and statistical reporting.

SCES' Year Two annual report is based on data collected for the 2013 calendar year, Year Three will be reported as the 2014 calendar year, and Year Four will be reported as the 2015 calendar year. This will extend the end date of the Business Plan by six months, to December 31, 2015. A new department business plan will be created for 2016 to 2018. Objectives for goals 1 through 4 have been reworded to reflect this change.

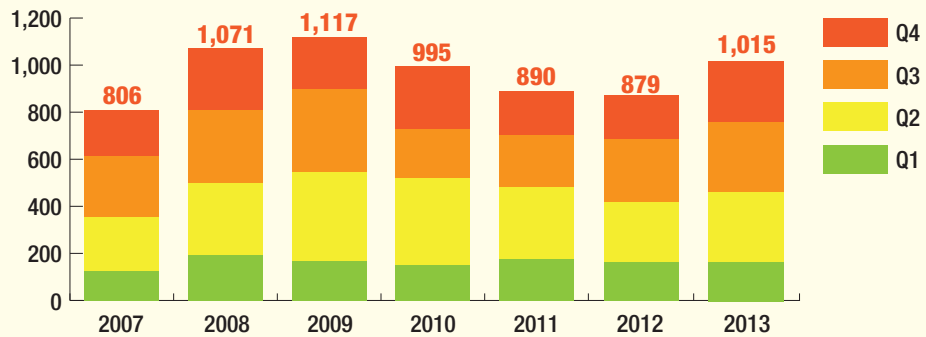
SCES is committed to its Vision: We will lead our community to be the safest in Canada, and Mission: To protect from risk the things that matter to those we serve. SCES is well on its way to transitioning from a predominately reactive department into one that is more proactive; utilizing inspections, education and training to encourage safety code compliance, prevention strategies, and preparedness measures.

Response Volume Comparison - Total SCES Calls



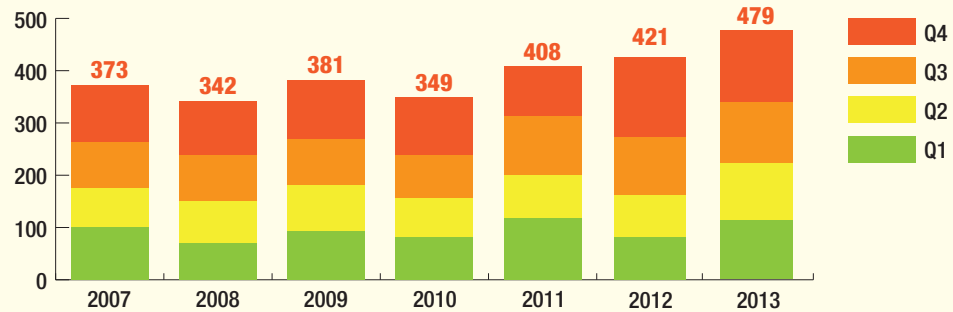
Annual increase/decrease from 2012 to 2013
Up 20.3%

Annual Fire Responses



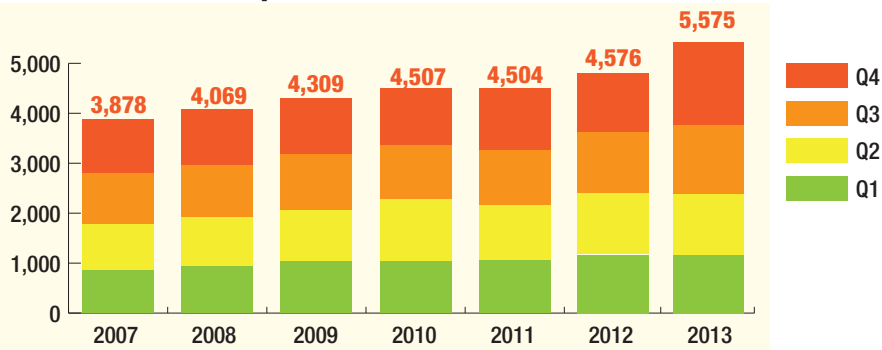
Annual increase/decrease from 2012 to 2013
Up 15.5%

Motor Vehicle Collisions (MVC) and Rescue Responses



Annual increase/decrease from 2012 to 2013
Up 13.8%

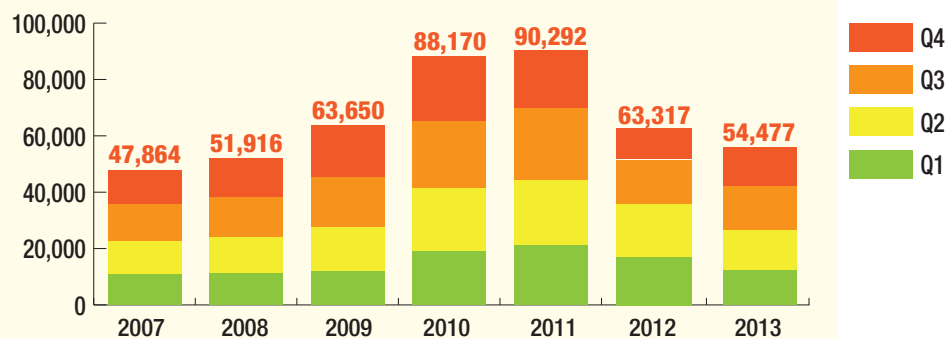
SCES Ambulance Responses



Annual increase/decrease from 2012 to 2013 Up 21.8%

With the transition of Emergency Medical Services (EMS) dispatching to Alberta Health Services (AHS), SCES lost control of where Strathcona County ambulances are sent. AHS dispatches the closest ambulance to an incident, regardless of where that ambulance is based. Since the July 25, 2013 transition date, SCES ambulances were deployed to incidents outside the municipality 633 times.

911 Calls Answered



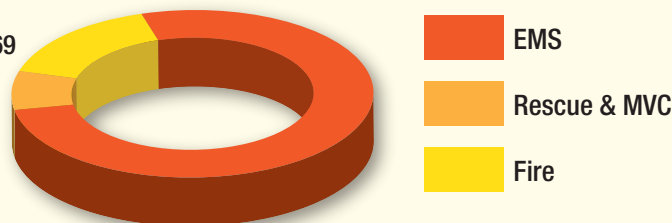
Annual increase/decrease from 2012 to 2013 Decrease 14%

Note: The spike and then decrease in 911 calls from 2009 to 2012, is due to the AHS transition to a centralized EMS dispatching system. In 2010 and 2011, SCES answered 911 calls for up to 114 communities. In 2012, the EMS portion of those contracts was transitioned to AHS, which in turn had significant impact on call volume. And on July 25, 2013, the final transition of Strathcona County EMS dispatching took place.

2013 Emergency Calls (Fire, EMS, Rescue)

EMS 5,575 (79%)
Rescue 479 (7%)
Fire 1,015 (14%)

Total 7,069



Highlights for SCES in 2013 include:

- A total of 15 wildfire risk assessments were completed on identified high-risk communities, as well as 10 rural subdivisions and hamlets in the wildland area in northern Strathcona County. The assessments resulted in a community profile document, operational plans, and vegetation management strategies to support FireSmart initiatives.
- After significant research, content development, and staff training on the mass public emergency notification system in 2013, the “Strathcona County Alerts” system was introduced to the public on January 14, 2014. Over 950 residents signed up to receive alerts in the first two weeks.
- Station 6 became operational on May 15 and minimum daily staffing increased to 29 firefighters on duty; administration moved into the Station on January 17, 2014.
- During the 2013 flooding disaster, SCES deployed two Incident Management Teams (IMT’s), a Water Rescue Team, and a Technical Rescue Team to High River to provide leadership, rescue assistance and to help begin the recovery process.
- Emergency medical service (EMS) dispatching was transitioned from SCES to Alberta Health Services (AHS) on July 25, 2013, as mandated by the Government of Alberta.
- Iain Bushell was sworn in as Strathcona County’s seventh Fire Chief and Director, Emergency Management on December 12, 2013.

Other noteworthy news

- Community Safety Education Coordinator Laura Stewart was elected to sit on the National Partners in Protection Association (FireSmart Canada) Board of Directors.
- The fire inspection program continues to gain momentum in Strathcona County. A significant amount of time is dedicated to the re-inspection of businesses to ensure safety code compliance and the efforts of the Fire Prevention and Investigation (FPI) division are paying off. A local car dealership had its initial fire inspection in November 2012 and infractions were noted, including improper storage of combustible materials. Seven months later, a fire broke out in a room where combustible materials were originally stored, and subsequently removed after the inspection. This resulted in the fire being contained to the room of origin allowing the dealership to open for business the next day.
- The Combat Challenge Team achieved seven new personal best times, bettering their team time by 15 seconds at the Firefit Canadian National Championship in September. Firefighter John Huk placed 5th overall in the Over 40 category!
- Firefighters and Emergency Communication Officers joined together to win the first annual Chili Cook Off against the RCMP. Funds raised went towards Kids with Cancer. Division Chief Elizabeth Holcombe, Lieutenant (Lt.) Lori Rautio and Angela Schewaga, and Firefighters Marc Pavan and Leighton Daciuk made the best chili.



Feedback from the community

Every year, SCES receives feedback from residents in our community who interact with our staff.

Positive comments are always welcome:

"On the afternoon of June 14, 2013, I entered a distressed situation at my home. Medical assistance was needed and my wife phoned 911. An EMS unit was paged, and one of your units who were close by responded. It was a pleasure to see an epitome of medical action, professionalism, and compassion done by your three members. There is no doubt in my mind that I would have expired, but for them. These men were: Firefighters Rob Russell, Kevin Hatfield and Scott Dafoe. Keep these fellows, they are the greatest." Quoted from correspondence received from an Edmonton resident.

"I wanted to . . . thank you for your help (on) October 12 with my palliative client. I have dealt with palliative clients before, but have never been in that situation before. Your patience and guidance to help me was great. The crew that arrived here were helpful, and I feel the situation was a success . . . once again, thank you for the job you do. Please send a thank you over to the crew that was dispatched (Captain Doug Deacon, Firefighters Warren Hartley, John Huk and Michael Cayenne). This is a very valuable service for our palliative clients." Quoted from correspondence received from a Homecare nurse.

Adapting to meet the needs of our customers:

When the Fire Inspection program was initially launched, SCES built a service delivery model that included weekend and evening fire inspections. It was originally thought that this would be an effective and convenient way for customers to participate in the inspection program. Based on feedback from our customers however, it was identified that this system was not optimal for the business owners, and the delivery model was adapted to meet the needs of our customer.



Our Value...

Progress

We improve through innovation and we finish what we start.

FireSmart is an internationally recognized program that teaches people how to protect their homes and neighbourhoods from the risk of wildfire. Strathcona County has significant urban/rural wildland interface neighbourhoods, and as such, having a strong FireSmart program in the community was identified as a priority.

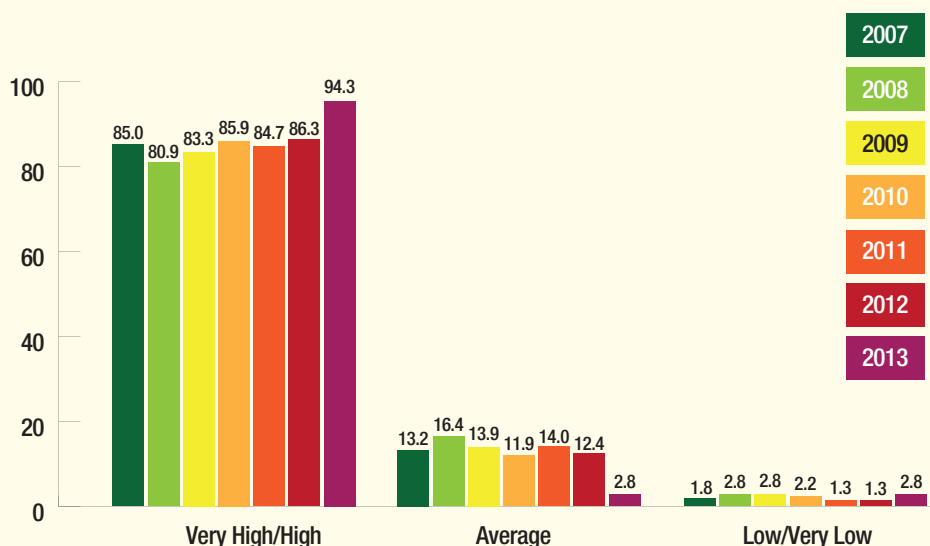
In 2013, the program was officially launched in Strathcona County and over 340 property assessments were completed in just six months. Residents signed up for an assessment through various community events, and a targeted marketing campaign was launched in the neighbourhoods of Sierra Grande and Collingwood Cove. SCES also partnered with Planning and Development Services, and in support of their new encroachment application permit process, FireSmart assessments were completed on all properties along the north and south side of the lakeshore of Half Moon Lake.

FireSmart initiatives will continue to expand and evolve throughout the community in 2014 and 2015 thanks to the Forest Resource Improvement Association of Alberta (FRIAA) grant.

Results of the 2013 Strathcona County Public Satisfaction Survey

- Results from the 2013 study indicate that positive perceptions towards fire and ambulance services are at an all time high.
- 94.3 per cent of respondents had strong positive feelings (ranked as “very high” or “high”) about the quality of fire and ambulance service, up an astonishing 8 per cent over 2012.
- 87.5 per cent of Sherwood Park residents, regardless of use, were satisfied (ranked as “very high” or “high”) with service and 75.3 per cent of those living in rural areas ranked the service as “very high” or “high”.
- 1.7 per cent of residents were not satisfied with the service, and of these eight people, some responses focused on the need for more fire halls and faster response times.

Quality of fire and ambulance service user trends for all Strathcona County residents, 2007 to 2013



Taking care of our staff

Wellness in first responders

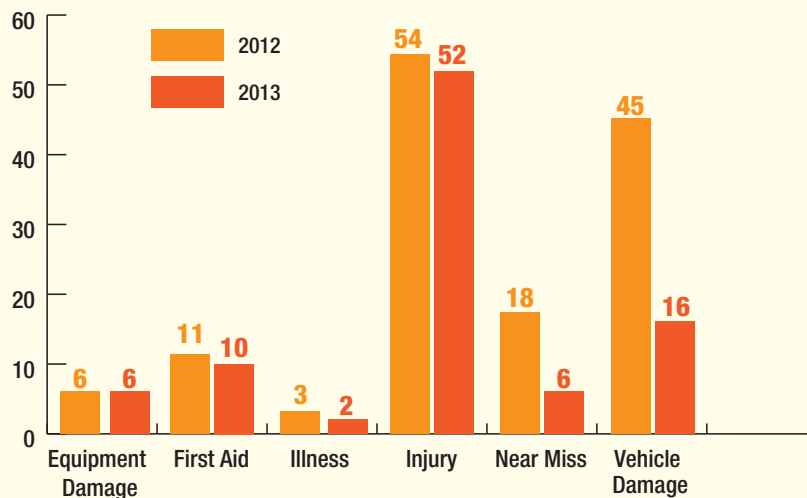
In support of SCES' commitment to the health and well-being of its staff, a third information session was offered to members and their families about critical incident stress management (CISM). This session supported the previous two sessions on the identification of signs and symptoms, treatment techniques and sources of ongoing support for service-related injuries.

SCES and Human Resources, with the support of clinical psychologist Jeff Sych, are developing a model for Critical Stress Support for all Strathcona County staff. Leading the development of the Critical Stress Support Team is one more method SCES supports the overall health and wellness of staff.

Members return to work earlier

In 2013, eight members who had been injured at work were able to return to work earlier than expected due to the efforts of Strathcona County Disability Management. Opportunities in Operations, Occupational Health Safety and Training (OHST) and Fire Prevention and Investigation (FPI) divisions were offered. Examples of projects include respiratory protection checks for staff (FIT testing) and researching ways to assist with department in improving purchasing practices.

SCES Workplace Incidents





Strathcona County Emergency Services

ANNUAL REPORT 2013

Year Two Snapshot

Goal 1

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

Objective 1A

By December 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



5 outcomes met (33%)

6 outcomes improved or in progress (40%)

4 outcomes not met (27%)

Total: 15

For details on outcomes, see page 35 (Appendix)

Strathcona County specific emergency notifications can now be targeted.

- Most of the work leading up to the January 14, 2014 launch of the new mass notification system Strathcona County Alerts (SC Alerts) took place in 2013. Residents can now sign up to receive emergent, significant and time-sensitive emergency alerts to their phone, email, or as texts.
- The emergency preparedness education campaign “Are you prepared?” was acknowledged internationally by being awarded a gold standing MarCom Award. This campaign ran from June to July 2013, encouraging residents to sign up to receive Alberta Emergency Alerts (AEA). Creative aspects included two movie theatre commercials and large 6’ high cut-outs of the characters showcased in the commercials. During the campaign, over 5,500 people from Sherwood Park visited the AEA website. This was significant as Strathcona County was not experiencing an emergency event during that time.



Objective 1B

By December 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.*

*adjusted end date to reflect new reporting timeline

Percentage of second year outcomes met with success:



- **4 outcomes met (67%)**
- **2 outcomes not met (33%)**

Total: 6

For details on outcomes, see page 37 (Appendix)

Strathcona County's ability to respond to disasters improves.

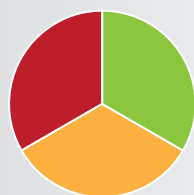
- In response to the Southern Alberta flooding, SCES deployed the first of two IMT's within 24 hours of the request of the Province. These teams are made up of representatives from several County departments, including SCES. SCES also deployed the Technical Rescue Team, Water Rescue Team, and six Strathcona County members who also belong to Canada Task Force 2.
- The Emergency Management division continues to update the Municipal Emergency Management Plan (MEMP) for Strathcona County. Recent updates have received accolades from the Alberta Emergency Management Agency as it supports provincial direction and an all-hazard approach to emergency management.
- Plans were put in place to develop a permanent Emergency Operations Centre (EOC) in County Hall. Construction on the EOC is anticipated to be completed in 2014.

Objective 1C

By December 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



- **1 outcome met (33%)**
- **1 outcome improved or in progress (33%)**
- **1 outcome not met (33%)**

Total: 3

For details on outcomes, see page 38 (Appendix)

Fire prevention activities in the community are gaining momentum.

- The new reporting timeframe (calendar year) for the SCES annual report has impacted Year Two results for the fire inspection program. As the program gains momentum and the additional staff approved in 2014 and 2015 are hired, the number of fire safety code inspections will increase. A significant amount of time in 2013 was spent conducting re-inspections of businesses to ensure code compliance.
- Before a fire ban is declared in Strathcona County, conditions such as moisture, wind, resource deployment and the weather forecast are monitored. Collaborating with Alberta Agriculture and Rural Development has allowed Strathcona County to launch an improved way to assess fire weather values for communities outside of the Forest Protection Area. In particular, a more consistent way of monitoring fine fuel moisture and the potential risk of initial spread of a fire is considered.

Objective 1D

By December 31, 2015, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 16 out of the 19 final objective 1D outcomes.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



- **5 outcomes met (31%)**
- **3 outcomes improved or in progress (19%)**
- **8 outcomes not met (50%)**

Total: 16

For details on outcomes, see page 39 (Appendix)

FireSmart work in the community continues to grow.

- An additional 10 rural subdivisions, hamlets and rural wildland areas in Northern Strathcona County had wildfire risk assessments completed in 2013. This is in addition to the top five highest-risk rural subdivisions with only one road in and out which were identified in Year One.

Objective 1E

In 2015, SCES will have non-emergency contact with at least 12 per cent of Strathcona County residents.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



- **1 outcome met (100%)**

Total: 1

For details on outcomes, see page 40 (Appendix)

Meaningful non-emergency contact with residents and businesses increases.

- SCES had non-emergency contact, including workshops, education, visits and presentations with over 14,000 residents in 2013. This is a 14.7 per cent increase over 2012 and represents contact with 15.2 per cent of residents.
- SCES attended 46 community events and hosted 31 station tours.
- Falls Prevention Day took place in November. Seniors were invited to attend the trade show event to learn fall prevention strategies, such as speaking up about dizziness, checking medications and staying active.



Our Value...

Community

We are committed to the well-being of all.

Strathcona County has a high-risk profile relative to other Canadian communities with a similar population. Rail, pipeline and roadway infrastructure, as well as the community's proximity to the petrochemical industry has driven the need to have a comprehensive emergency alerting system.

On January 14, 2014, the Strathcona County Alert system was launched and within two weeks, over 950 residents had signed up to receive alerts. All Strathcona County employees with an email address and/or County-owned cell phone were also automatically registered with work contact information.

This successful initiative was not completed alone. Throughout 2013, representatives from Utilities, Transportation and Agriculture Services, Corporate Communications, the RCMP and three individuals from SCES made up the team who set up the system for our specific needs, learned how to send out alerts, and developed a comprehensive communications plan to launch the system to the public.

Goal 2

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

On July 25, 2013, the dispatch of ambulances was transitioned from SCES to AHS. This has had two effects: First, SCES no longer has the ability to pre-alert crews, which has had the effect of lengthening response times. Second, the decision of which ambulance to send to a call now rests with AHS. This means that ambulances are controlled regionally, not locally, which can at times impact response times. Due to the dispatch transition, SCES can no longer accurately measure response times in the same way as before.

Objective 2A

For 2015, 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



1 outcome met (33%)

1 outcome improved or in progress (33%)

1 outcome not met (33%)

Total: 3

For details on outcomes, see page 41 (Appendix)

SCES provides high quality 911 call answer and dispatch services.

- Despite the EMS dispatch transition, Strathcona County's emergency communications centre remains integrally linked to many emergency events through either the initial 911 call or subsequent responses required from the department (fire, rescue, medical first response). Strathcona County continues to dispatch 911 and fire for several other communities in Alberta.
- Congratulations to the overall highest performers in dispatch chute interval times and Pro-QA scores in 2013 for both fire and EMS.

Dispatch

First place: Emergency Communications Operator (ECO) Sheldon Silveira

Second place: Qualified Officer (QO) Leanne Prysunka

Third place: Lieutenant (Lt.) Angela Schewaga

Pro-QA compliance

First place: ECO Paige Harding

Second place: ECO Alanna Moore

Third place: Lt. Angela Schewaga



Objective 2B

For 2015, 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



2 outcome met (33%)

3 outcomes improved or in progress (50%)

1 outcome not met (17%)

Total: 6

For details on outcomes, see page 41 (Appendix)

Response times are important to the overall outcome of the call.

- In 2013, Strathcona County had no fire fatalities, and was therefore 100 per cent lower than the Alberta average in fire-related fatalities, 80 per cent lower in fire injuries, and 31 per cent lower in per capita fire dollar loss. Not all reported dollar loss in 2013 from Strathcona County was confirmed through insurance records.
- “Extent of damage” and “extent of fire” measure if a fire was confined to the object, part of room or room of origin, and how much area was impacted. Damage was contained to the area of origin for 44 per cent of residential structure fires in Strathcona County in 2013. The fire did not extend beyond the area of origin 67 per cent of the time.
- Prior to Station 6 opening, emergency fire and rescue response benchmarks of 8 minutes for urban calls and 17 minutes for rural calls, were met 63 per cent of the time. Since Station 6 opened, response times are being met 70 per cent of the time. Response times start the moment a 911 call is answered and end when the first unit capable of response is on the scene.
- Prior to the EMS dispatch transition, SCES was able to influence how fast a call was processed and which apparatus were sent. The 15 SCES personnel included a three-person EMS crew and the Platoon Chief. The department will now measure how fast 12 SCES personnel are on scene, excluding the EMS crew as we no longer control deployment of ambulances.
- Therefore, outcomes “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% of the time.” and “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% of the time.” have been adjusted in this reporting period and going forward.



Our Value...

Leadership

We inspire, motivate and empower others.

SCES' two specialty teams were deployed to High River in June and July to assist with rescue efforts during the Southern Alberta floods.

Eight members of the Water Rescue Team worked tirelessly to help save 73 victims and 17 family pets who were trapped in their homes, as well as make contact with 46 civilians who were unaccounted for.

The Technical Rescue Team was sent to perform structural triage and damage assessments with a structural engineer for two days. Once the structural triage was complete, they also accompanied displaced residents back into their home to gather some personal belongings and view damage.

As well, six Strathcona County members who are volunteer members of Canada Task Force 2, were deployed to Calgary to assist with their flood relief efforts.

SCES is proud of its members who showed great leadership during horrific circumstances for our Southern Alberta neighbours.

Objective 2C

For 2015, at least 80 per cent of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural), of the initial 911 call.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



2 outcomes met (28.5%)

2 outcomes improved or in progress (28.5%)

3 outcomes not met (43%)

Total: 7

For details on outcomes, see page 42 (Appendix)

SCES is accountable for department personnel response times.

- Outcomes "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% of the time." and "For 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% of the time." have been adjusted in this reporting period and going forward.
- Prior to the EMS dispatch transition, SCES was able to influence how fast a call was processed and which apparatus were sent. The eight SCES personnel included a three-person EMS crew and the Platoon Chief. Going forward, the department will measure how quickly four SCES personnel are on scene, which does not include the EMS crew nor Platoon Chief.

Objective 2D

For 2015, 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



7 outcomes met (50%)

7 outcomes not met (50%)

Total: 14

For details on outcomes, see page 43 (Appendix)

The EMS dispatching transition has affected SCES.

- With the EMS dispatch transition, SCES is unable to control from where an ambulance is responding to an incident. AHS will dispatch the closest ambulance, and in some cases, a Strathcona County unit may not be responding to a Strathcona County incident.

For this reason, the following four outcomes may need to be modified or eliminated:

- 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.
- 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.
- In 2013, for EMS calls within Sherwood Park, at least three SCES personnel shall be on scene within eight minutes, 30 seconds of the initial 911 call, at least 80 per cent of the time.
- 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.





(Left to right) Members of the Incident Management Teams: Roxanne Komick, David Churchill, Rick Wyman, Fire Chief Darrell Reid, Jeff Hutton, Assistant Chief Dawn Hemming.

Our Value...

Synergy

We work together to achieve more.

June 2013 will be a time that many Albertans won't soon forget. Southern Alberta communities, including Calgary and High River, experienced catastrophic flooding with record setting levels that ultimately led to the declaration of a Provincial State of Emergency. This was the first time this type of declaration has been instituted in Alberta.

The Government of Alberta called upon Strathcona County to assist with rescue

and incident command efforts. In response, Strathcona County sent two IMT's to help in High River. Additional staff from Transportation and Agriculture Services, Utilities, Information Technology and Family and Community Services departments were deployed as well.

Strathcona County's IMTs are comprised of SCES members, as well as staff from other departments. SCES is proud to have spearheaded the development of these two teams, and we are excited that other departments were willing to work together for the betterment of Alberta.

Team members included:

SCES: Fire Chief Darrell Reid, Deputy Chief Iain Bushell, Assistant Chief Mark Eckley, Assistant Chief Dawn Hemming, Division Chief Bruce Matheson, Capt. Dwayne Hanson, Lt. Kelly Lehr, Nancy Betts and Roxanne Komick.

Utilities: Jeff Hutton and Rick Wyman

Transportation and Agriculture Services: Cory Chartrand, David Churchill, Ryan Wilson and Andrew Wolff

Information Technology Services: Darren Sears

Goal 3

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

Objective 3A

By December 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



7 outcomes met (35%)

1 outcome improved or in progress (5%)

12 outcomes not met (60%)

Total: 20

For details on outcomes, see page 45 (Appendix).

Internal communication methods continue to evolve.

- The department continues to work on improving internal communications while working within a paramilitary structure and the challenges of shiftwork. Additional methods of communicating with staff will be developed in 2014, and an assessment of which tools are most effective will be completed.
- Digital screens were introduced at Stations 1, 4 and 5 in 2013. An increased number of internal messages promoting upcoming events, meetings, opportunities to volunteer and general Strathcona County information are displayed on the screens.

Objective 3B

By December 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



1 outcome met (17%)
2 outcomes improved or in progress (33%)
3 outcomes not met (50%)

Total 6

For details on outcomes, see page 46 (Appendix).

Work on SOPs and SOGs continues to show improvement.

- A knowledge-based tracking system, Yardstick, continues to be utilized and embraced by staff, however the need for the continuous update of Standard Operating Policies (SOPs) and Standard Operating Guidelines (SOGs) has been identified. In 2013, 18 SOPs were either updated or developed.

Objective 3C

By December 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



4 outcomes met (67%)
2 outcomes not met (33%)

Total 6

For details on outcomes, see page 46 (Appendix).



Iain Bushell, sworn in as Strathcona County's Fire Chief on December 12, 2013

Honouring our staff.

- The SCES Fire Chief Unit Citation Medal was awarded to 21 members for their involvement in the March 2012 Woodbridge Farms apartment fire. Staff needed to evacuate a resident quickly and acted in a compassionate and heroic manner. The fire could have affected the entire apartment complex of 12 units, however crews contained it to the suite of origin.

This medal is awarded to staff or those working directly with SCES in the outstanding performance of duties in response to exceptional emergency events. Medal recipients have represented our community, department and staff with demonstrated professionalism.

*Acting Platoon Chief Todd Nixon
Captain (Capt.) Brad Boychuk
Lts Todd Barrett, Russ Bubenko
Scott French, Chad Granger,
Jake Pace, and Angela Schewaga
QO Kari-Lynn Bouchard*

*Firefighters (FF): Dean Brodt,
Steven Cayenne, Jason Damery,
Mitch Dempsey, Jesse Dyrland,
Steven Gregersen, John-Paul
Hawkins, Drew Jackson,
Mike Suchy, and Ryan Woodland
ECO's Michelle Dolinski
and Alex Rudland*

- The Alberta Emergency Services Medal is awarded to individuals in either the fire service or those who are licensed emergency medical responders, emergency medical technicians, emergency medical technologists-paramedics or certified emergency medical dispatchers who have completed 12 years of service. The following members were recognized in 2013:

*Deputy Chief Iain Bushell
Assistant Chief Mark Eckley
Lts Darren Anderson, Ian Clavelle,
Chad Granger, Kelly Lehr, Chris
Noble, Andrew Spence, and Brian
Sturm*

*QOs Sheila Dupuis and Chris Keen
FFs Freddy Bickell and Dave Hill*

- The Fire Services Exemplary Service Medal honours members of a Canadian fire service who have completed 20 years of service, 10 years of which have been served in the performance of duties involving potential risks. The following members were recognized in 2013:

*Fire Chief Darrell Reid
Platoon Chief (PC) Bruce Patterson
Capts Brad Boychuk, Devin
Capcara, Derek Davies, Doug
Deacon, Kevin Golightly, Dwayne
Hanson, Jason Hoffos, Andy Lee,
Michael Nicholson and Curtis
Wheaton*

*Lts Todd Barrett, Darcy Berger,
Scott French, Mark Harrison, Ed
Hryniw (retired) and Neil Woods*

Objective 3D

By December 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.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



1 outcome met (12%)

2 outcomes improved or in progress (25%)

5 outcomes not met (63%)

Total 8

For details on outcomes, see page 46 (Appendix).

Inter-branch communication still needs more work.

- As a result of the 2013 internal communications survey (circulated in February 2014), a closer analysis of the expectations and ways in which individuals and divisions communicate with one another is being conducted.

Our Value...

Ownership

We take responsibility for our actions and each other.

Since taking its first emergency call on May 15, 2013, Fire Station 6 has already met its response improvement targets for calls. The construction of Strathcona County's newest fire station was in response to emergency call volumes increasing by seven to 10 per cent annually, as well as an aging population and overall population growth in Strathcona County. The location of the station was chosen using computer modeling to meet the unique response needs of neighbouring industrial locations, as well as emergency response needs of the area's new residential and retail buildings.

"The best performance measure for emergency response is how fast we can get to people in need," explains Deputy Chief Iain Bushell. "We've looked at the data and the location of this new fire station has given us those extra few minutes to meet our target response times more often."

From June to December 2012, emergency fire and rescue calls were responded to within eight minutes (urban) and 17 minutes (rural), 63 per cent of the time, which are the target response times for the SCES. From June to December 2013, the average response performance increased to 70 per cent.

Note: This only reflects fire and rescue response because once the EMS dispatch transition took place on July 25, SCES ambulances can now be dispatched to any emergency in the Capital region if they are the closest responding unit to the incident. The transition ultimately increased the response zone from just Strathcona County borders to the entire Metro region.

Fire Station 6 measures 43,625 square feet. The project came in on budget (\$20,856,000) with \$14,581,000 of funding coming from the Government of Alberta. The budget included land, servicing, facility and the vehicles and equipment required to make the station operational.



Our Value... **Integrity**

We will not compromise our values.

The industrial heavy overlay (IHO) is a three-kilometer buffer zone that separates residential development from heavy industrial facilities and was established to reduce risk to public safety.

SCES recommended that the County stay true to the original intent of the IHO, and reject the development of a 55-plus residence next to the Synergy Wellness Centre, as the location of the proposed project would fall inside the IHO zone.

The integrity of SCES, whose vision is to lead our community to be the safest in Canada, was not compromised when Chief Darrell Reid spoke against the proposal. In July, the proposal was defeated for a second time. SCES supports the decision of Council and the parameters of the IHO. In fact, Station 6 was constructed just outside the IHO to demonstrate SCES' commitment to the integrity of the buffer zone.

Goal 4

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

Objective 4A

By December 31, 2015, SCES will demonstrate a successful recruitment program by achieving at least four out of five final objective 4A outcomes.*

*the objective has been adjusted to reflect the revised number of outcomes and new reporting timeline

Percentage of second year outcomes met with success:



1 outcome met (20%)

4 outcomes not met (80%)

Total 5

For details on outcomes, see page 47 (Appendix).

Hiring for keeps.

- Areas for improvement identified during the recruitment or promotion process include clarifying how seniority is determined within a recruit class and setting a standard for mentorship of members.
- "At least 95% of the SCES staff hired in 2013 will be rated positively with regard to performance by the SCES Management Team." has been eliminated as a measurable outcome. The Management Team does not have direct interaction with every person hired and, therefore, cannot accurately or fairly judge performance.
- Hiring new staff is a costly venture. In fact, it costs approximately \$16,000 to hire one firefighter, which includes recruitment, orientation, uniforms, protective gear and equipment.
- "By December 31, 2013, the SCES vacancy rate for part-time positions will be less than 15%." has been eliminated as the majority of part-time positions are not permanent employees. Part-time roles are filled on an as-needed basis.

- Recruitment satisfaction levels were measured for a second year. Below highlights the survey results, which are reflected in the outcomes, completed by 23 out of 32 affected staff.

	2012	2013	2012	2013
	Internal promotion/ transfer	Internal promotion/ transfer	External hire	External hire
Were you satisfied with the information received about the SCES recruiting process?	72.8% positive 27.2% neutral	70% positive 20% neutral 10% negative	100% positive	75% positive 25% neutral
Were you informed and supported during the recruitment process?	60% positive 30% neutral 10% negative	50% positive 20% neutral 30% negative	100% positive	75% positive 25% neutral

Objective 4B

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

*adjusted end date to reflect new reporting timeline

There are no measurable outcomes expected in year two.

On-boarding continues to be fine-tuned.

- Lt. Robert Knull and FF Dave Hill led six new recruits through the intense 12 week on-boarding process, where firefighters became familiar with the municipality, the department, operations and the apparatus and equipment they will be using.
- For a second year, satisfaction levels with the on-boarding process were measured. The table below outlines survey results and comparisons of new hires from either outside SCES or those internal staff who have been transferred or promoted within the department.

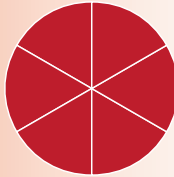
	2012	2013	2012	2013
	Internal promotion/ transfer	Internal promotion/ transfer	External hire	External hire
Level of satisfaction with the on-boarding process relative to position.	55.5% positive 33.3% neutral 11.1% negative	100% positive	100% positive	100% positive
Level of satisfaction with assigned coach.	60% positive 30% neutral 10% negative	33% positive 33% neutral 33% negative	100% positive	89% positive 11% neutral
Are you happy with your choice to accept this position?	90% positive 10% neutral	100% positive	100% positive	100% positive

Objective 4C

By December 31, 2015, at least 95% of SCES staff will indicate that their job description is accurate and that they understand it.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



6 outcomes not met (100%)

Total 6

For details on outcomes, see page 48 (Appendix).

Performance management is a priority in 2014.

- In conjunction with corporate Human Resources, a review of all job descriptions, career planning and expectations of job performance is planned for the department.

Objective 4D

By December 31, 2015, at least 80% of SCES staff will indicate that their most recent performance review improved their career planning and performance.*

*adjusted end date to reflect new reporting timelines

Percentage of second year outcomes met with success:



2 outcomes not met (100%)

Total 2

For details on outcomes, see page 49 (Appendix).

Career milestones and promotions celebrated:

- Congratulations to the following members who achieved career milestones in 2013 through permanent promotions:

Capt.: Kevin Golightly*, Jay Hoffos*, Mike Nicholson*

Lt: Ian Clavette*, Robert Knull*, Chris Noble*, Brian Sturm*

*Because of adjusted reporting periods from Year One and Year Two, these members were recognized previously in the SCES Year One Annual report even though the promotion happened in 2013.

Objective 4E

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

*adjusted end date to reflect new reporting timelines

There are no measurable outcomes expected in year two.

It's not only important to train staff, but to have the ability to track the training as well.

- A new tracking system for job performance requirements was trialed during the 2013 new recruit orientation. CompTracker was used to manage the 2013 new recruits' individual competencies specific to Emergency Services, while Compliance Suite is designed to manage the corporation and employee safety and training records. Should the department continue using CompTracker, it will complement the current corporate safety and training records management.

- A number of staff pursued additional educational opportunities in 2013, including the following achievements:
 - Cpts Devin Capcara, Shayne Peters and Curtis Wheaton, completed their Bachelor of Applied Business: Emergency Services (BABES) degree.
 - Capt. Dwayne Hanson completed the University of Alberta Occupational Health and Safety certificate program.
 - Lt. Todd Barrett, became one of 25 Canadian International Association of Arson Investigators – Fire Investigation Technician (IAAI-FIT)
 - Lt. Russ Bubenko completed the TEEX/Texas A & M Urban Search and Rescue Specialist certificate. At the time, he was only the third Canadian to have completed the program.
 - FF James Tozer, completed his Bachelor of Science through Athabasca University.
 - Part-time FF Brad Dicks completed his NFPA 1001 and HazMat Operations Level courses.
 - Part-time FFs Matt McHargue and Ryley Pals completed their EMT certification.
 - Fire Inspector Laurette Baron completed her Safety Codes Officer Level 1
 - Community Safety Educators Sarah Chabillon and Melissa Bouwsema, completed the Instructor Development Program through St. John's Ambulance.
- SCES sent 62 per cent of the three stripe Officers and classified supervisors to a peer conference or symposium to gain new knowledge and share best practices with the department. Examples include:
 - Assistant Chief Mark Eckley, Assistant Chief Dawn Hemming and Karen Tomnuk, Communications and Marketing Specialist, presented at the Emergency Preparedness and Business Continuity Conference. They shared ways that Strathcona County has partnered with local industry, associations and the provincial government to help ensure residents know what to do in the event of a disaster. An overview of Strathcona County's risks, the importance of business and organization partnerships, and communication tools related to the "Are you prepared?" campaign were shared with delegates.
 - PC Bruce Patterson was an instructor at the International Trauma Life Support conference in November.

(Left to right): Capt. Jay Hoffos, Capt. Mike Nicholson, Lieutenant Governor Donald S. Ethell, Capt. Curtis Wheaton, and Capt. Dwayne Hanson, receive the Fire Service Exemplary Service Medal.



2013 Full-Time Member Training

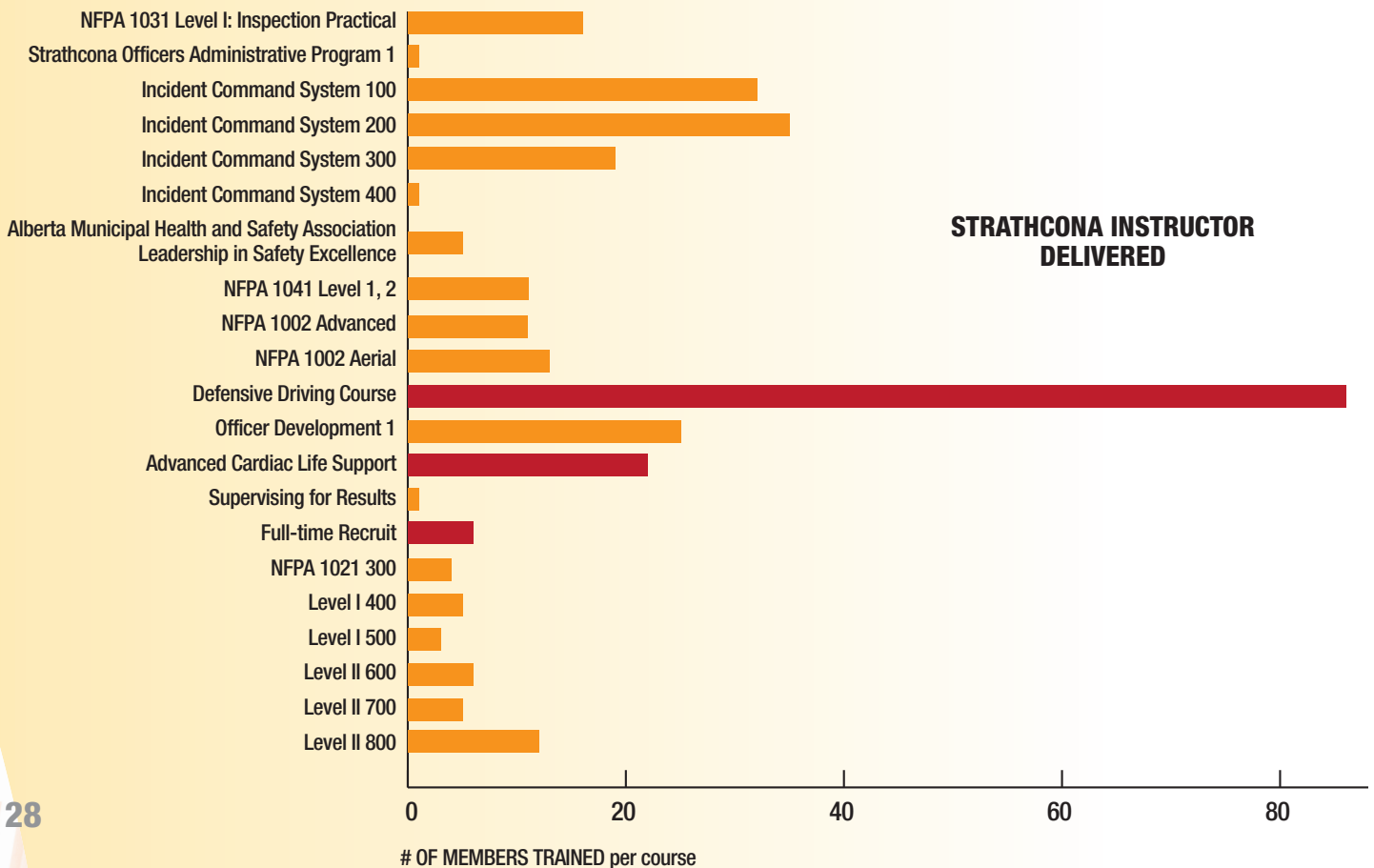
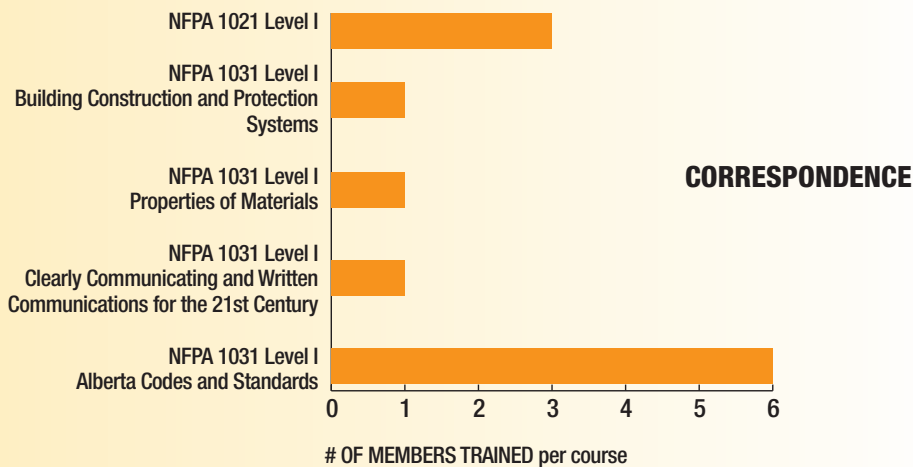
LEGEND

- = HRD training
- = Occupational requirement training
- = Value-added training

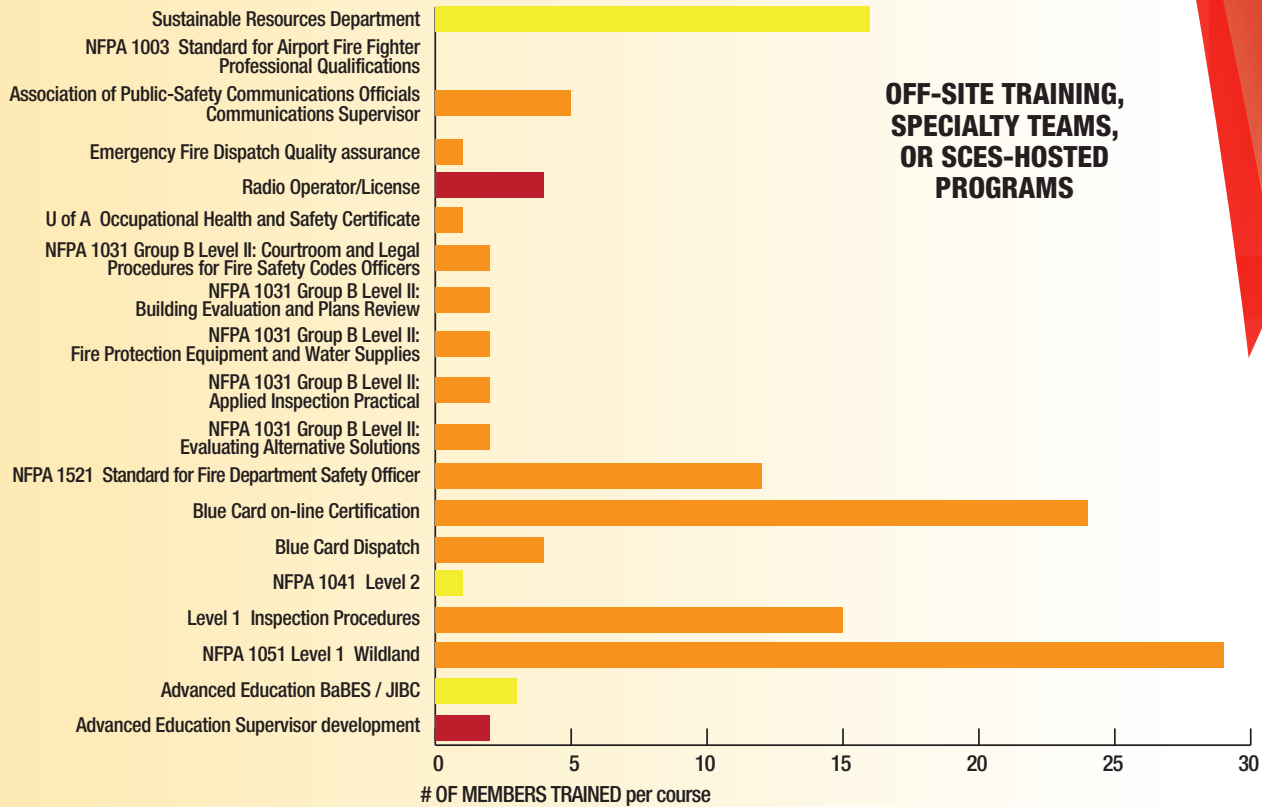
TOTAL: 44 Courses Offered

Number of scheduled hours:
10,172*

*This does not include the "Advanced Education" classes



2013 Full-Time Member Training



Our Value... **Respect**

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

SCES said goodbye and good luck to Fire Chief Darrell Reid. Reid served as Chief from 2008 to 2013, and during his tenure spearheaded the development of the department's first comprehensive strategic plan and led the development of Fire Station 6. His career path has taken him to Toronto Fire Services as a Deputy Fire Chief. On November 8, co-workers, friends, family and provincial representatives said their final congratulation messages to Chief Reid.

Goal 5

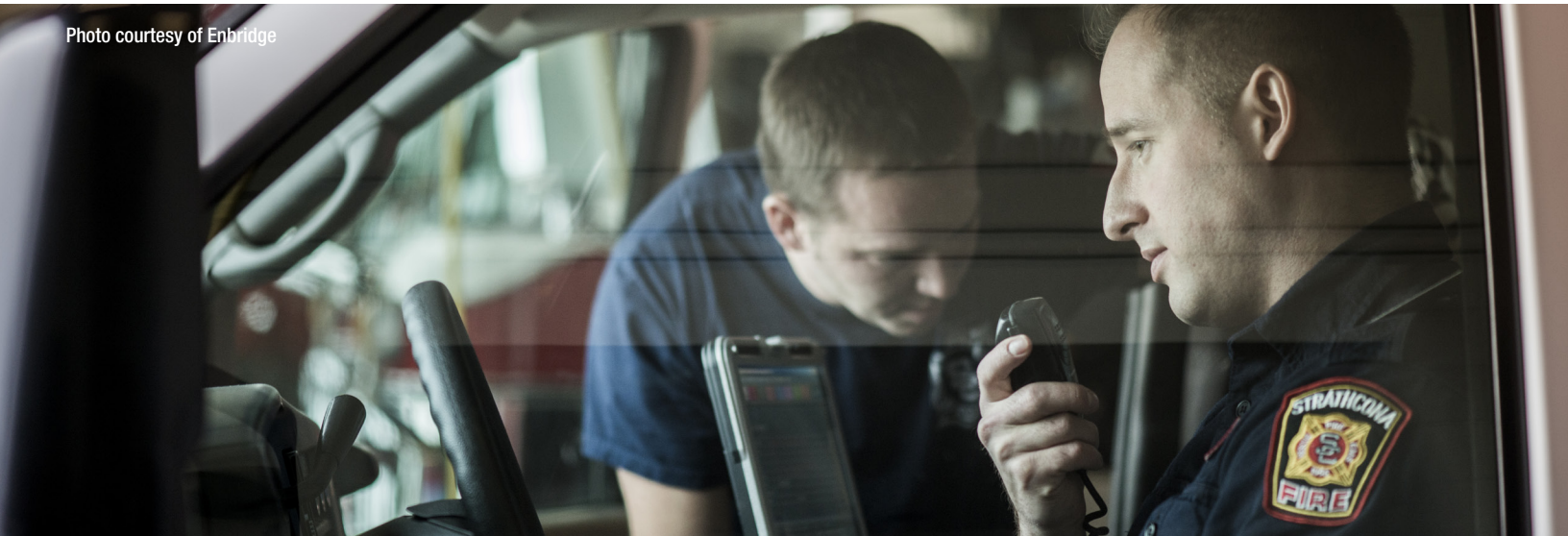
SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

The Commission on Fire Accreditation International (CFAI) is important to SCES because it is the only international set of performance criteria by which an agency and their community can evaluate service levels and the quality of fire, EMS and other services provided to stakeholders.

The quality management program for SCES has changed significantly since the “June 1, 2012 to May 31, 2015 Strathcona County Emergency Services Business Plan” was developed. To satisfy the AHS contract as an EMS provider, SCES has been mandated to successfully complete the Accreditation Canada program. As well, SCES is working towards International Organization for Standardization (ISO) certification for the entire department in 2014 (fire suppression, dispatch and administration).

Outcomes in Goal 2 were developed from Fire Service Accreditation standards. SCES still intends to apply for this accreditation, but not by May 31, 2015 as originally stated in Goal 5. SCES will work towards CFAI accreditation once we have achieved Accreditation Canada certification and full ISO status.

Photo courtesy of Enbridge



Goal 6

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

A Management Accountability Framework (MAF) provides a template for assessing management accountability and performance through peer review, audit, staff surveys, and stakeholder surveys, including public satisfaction.

Strathcona County corporate has recently announced that they will implement a corporate performance measurement program. Emergency Services will not develop their own MAF and will adopt the corporate initiative.

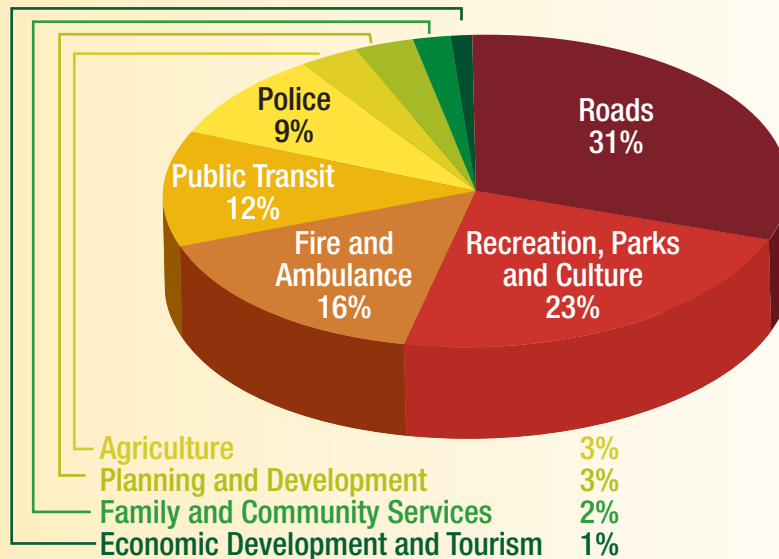
2013 Financial Results

Big Picture Data

For every municipal tax dollar collected, \$0.16 was spent on fire, rescue and ambulance services.

2013 Actual Expenditures

Where the municipal tax dollar is spent



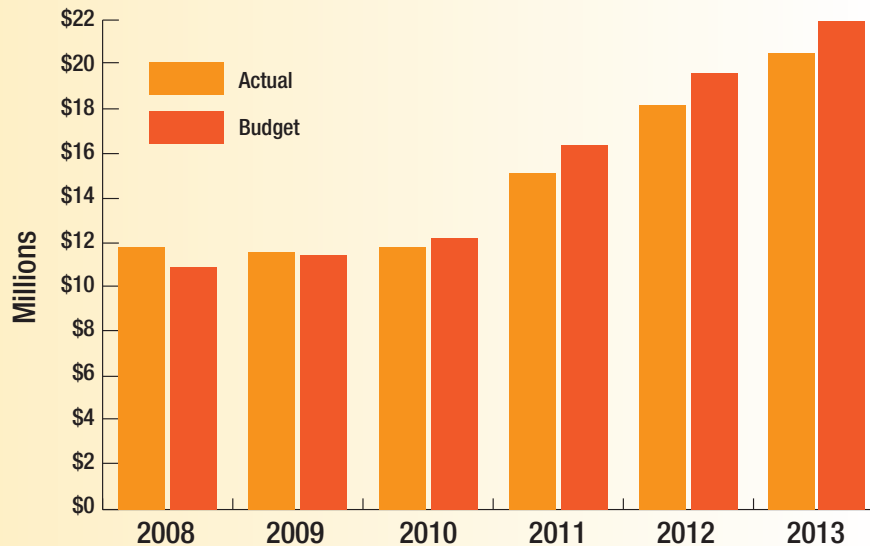
Operating Budget

SCES is committed to balancing cost effectiveness through an integrated fire, rescue, and EMS service delivery model, as well as providing regional emergency call answer and fire dispatch services. This efficient model is designed to meet the demands of our growing and aging population, which span across a significant urban and rural geographic region, and to address the high-risk profile our community faces with significant industrial installations and the associated pipeline, railway, and transportation network.

For 2013, Council approved a total expenditure budget for SCES of \$29.2 million, a 7.3% increase over 2012 funding. The increase in net expenditures was primarily due to the annualization of 18 new firefighters approved in 2012, the operational costs for Station 6, and increased staff resources for the Community Safety program and training division. 2013 budgeted revenues were \$7.4 million, a decrease of 4.25% from 2012 associated with the transition of all EMS dispatch services to AHS.

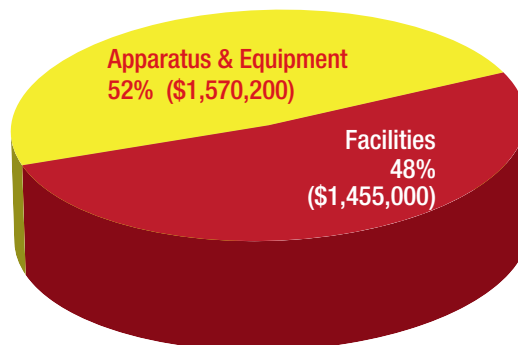
In 2013 SCES' actual operating expenditures were \$28.7 million, which was 1.9% less than the approved budget. This favorable variance primarily resulted from benefits (standard costing assumptions), reduced training costs (in-house, on-shift delivery and capacity associated with leave management), lower than anticipated firefighter medicals (utilization rate), and a delay in the delivery of some components of the business plan related to community emergency notification. The 2013 actual revenues were \$8.7 million (17% higher than budget) that was generated by a delay in the EMS dispatch transition, recovery of costs associated with the SCES Southern Alberta flood response, EMS direct bill volume, and an unanticipated increase in the EMS contract rate.

Net Operating Budget vs. Actual, 2008 to 2013



Capital Budget

In 2013, SCES' budget allocation for capital expenditures was \$1.56 million, excluding fleet replacements and facility lifecycle costs. To meet the growing demands of the community and to improve response capabilities, such as the apparatus to achieve tanker shuttle accreditation, 60% of the approved capital was dedicated to fleet additions and equipment additions/replacements. Additionally, the department began the planning process to build the new Skills Maintenance Outdoor Training Centre, with a \$350,000 from Shell to support the design of the facility to be located at Station 4.



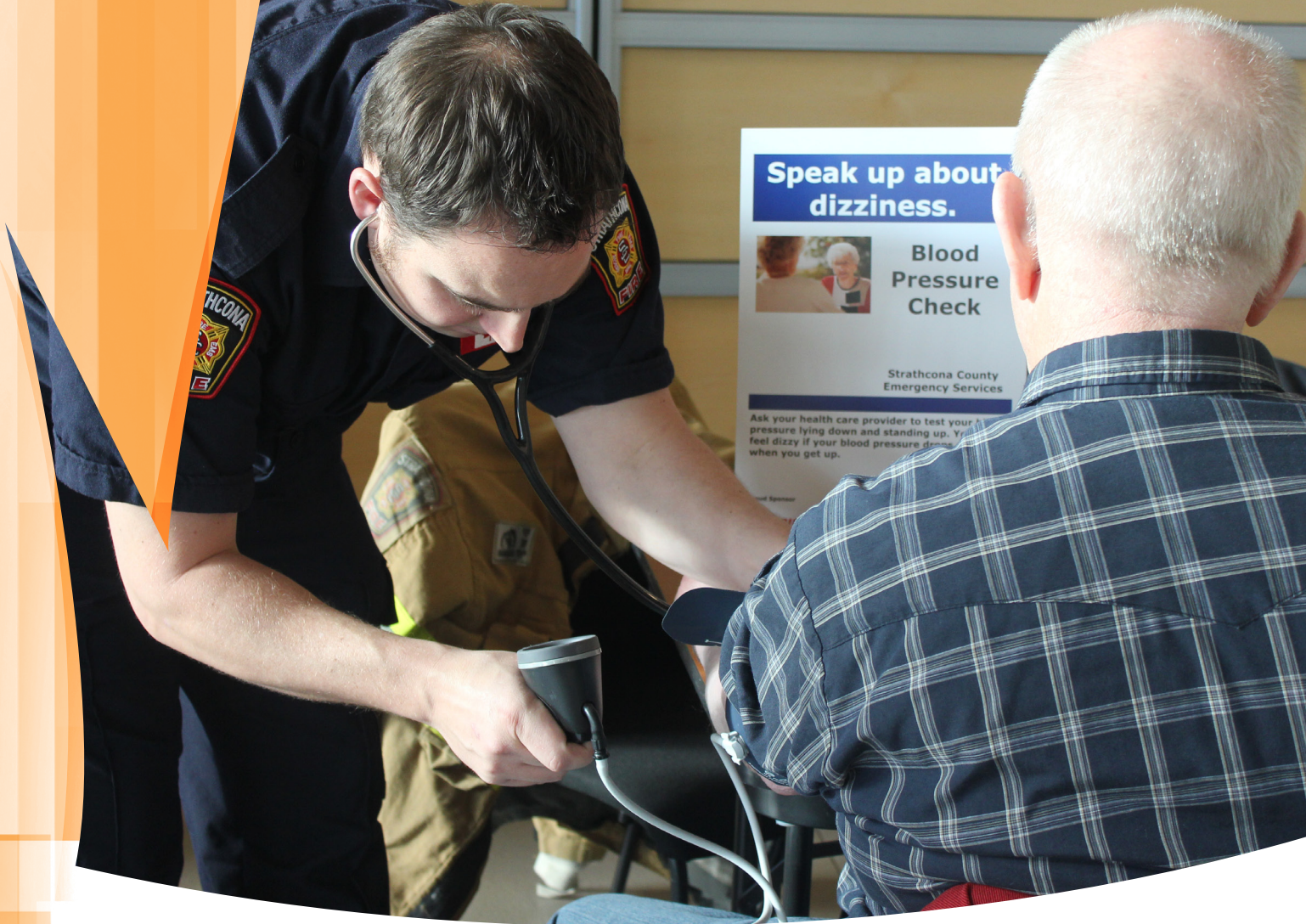


Honouring our Fallen

The fire service has traditionally honoured members lost in the line-of-duty or as a result of direct occupational illness. Twelve years ago, the Strathcona Firefighters Honour Guard raised enough funds to construct a Fallen Firefighters Memorial at Station 1. Members, family, and loved ones visit the Memorial often to remember those who have fallen and the ultimate sacrifice they have made to our community.

Firefighter/Paramedic Ronald F. Raymond (1993)

Lieutenant Inspector Robert D. Martell (1995)



Strathcona County Emergency Services

ANNUAL REPORT 2013 APPENDIX

APPENDIX

Goal 1

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



Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
By December 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.*	By Dec. 31, 2013, at least 60% of Strathcona County residents will have prepared their household to handle emergencies without outside assistance for 72 hours.*	52%	There were no measurable outcomes expected.	54%	Improved by 2%	Short by 6%
	By Dec. 31, 2013, at least 40% of Strathcona County residents will have developed an effective plan for sheltering-in-place.*	29%	There were no measurable outcomes expected.	29%	Equal	Short by 11%
	By Dec. 31, 2013, at least 40% of Strathcona County residents will have developed an effective plan for evacuation.*	29%	There were no measurable outcomes expected.	32%	Improved by 3%	Short by 8%
	By Dec. 31, 2013, at least 25% of Strathcona County residents will have ensured that people outside of their household who depend on them are prepared for a disaster.*	16%	There were no measurable outcomes expected.	14%	Down by 2%	Short by 11%
	By Dec. 31, 2013, at least 35% of Strathcona County residents will have performed a household risk assessment.*	27%	There were no measurable outcomes expected.	30%	Improved by 3%	Short by 5%
	By Dec. 31, 2013, at least 40% of Strathcona County residents will have developed a plan for pets, livestock or other animals in their care during a disaster.*	31%	There were no measurable outcomes expected.	26%	Down by 5%	Short by 14%
	By Dec. 31, 2013, at least 20% of Strathcona County residents will have prepared a "go bag" for evacuation or going to an emergency shelter.*	15%	There were no measurable outcomes expected.	17%	Improved by 2%	Short by 3%
	By Dec. 31, 2013, at least 20% of Strathcona County residents will be familiar with emergency plans at their children's schools.*	11%	There were no measurable outcomes expected.	17%	Improved by 6%	Short by 3%
	By Dec. 31, 2013, at least 20% of Strathcona County residents will have obtained a copy of the Strathcona County Emergency Preparedness Guide.*	8%	There were no measurable outcomes expected.	14%	Improved by 6%	Short by 6%
	By Dec. 31, 2013, at least 70% of Strathcona County residents will be aware of the community notification system.*	59%	There were no measurable outcomes expected.	76%	Improved by 17%	Exceeded by 6%

*Adjusted end date to reflect new reporting timelines

APPENDIX

Goal 1

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

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
1A By December 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.*	By Dec. 31, 2013, at least 80% of Strathcona County residents will be aware that SCES coordinates emergency preparedness and response in Strathcona County.*	77%	There were no measurable outcomes expected.	82%	Improved by 5%	Exceeded by 2%
	By Dec. 31, 2013, at least 40% of Strathcona County residents will have received training on disaster or emergency preparedness.*	35%	There were no measurable outcomes expected.	42%	Improved by 7%	Exceeded by 2%
	By Dec. 31, 2013, at least 25% of Strathcona County residents will have received information or training on disaster preparedness from SCES.*	20%	There were no measurable outcomes expected.	19%	Down by 1%	Short by 6%
	By Dec. 31, 2013, at least 45% of Strathcona County residents will have seen or heard messages encouraging people in Strathcona County to be prepared for emergency situations.*	40%	There were no measurable outcomes expected.	50%	Improved by 10%	Exceeded by 5%
	By Dec. 31, 2013, at least 50% of Strathcona County residents will feel that Strathcona County is prepared for a major disaster.*	45%	There were no measurable outcomes expected.	55%	Improved by 10%	Exceeded by 5%

*Adjusted end date to reflect new reporting timelines

APPENDIX Goal 1

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



Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
1B By December 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.*	In 2013, SCES will deploy an IMT within four hours as required for Strathcona County incidents, at least 95% of the time.	N/A	There were no measurable outcomes expected.	0%	There were no Strathcona County incidents in 2013.	N/A
	In 2013, SCES will deploy an IMT anywhere requested in Alberta within 24 hours or the requested time, whichever is longer, at least 80% of the time.	N/A	There were no measurable outcomes expected.	100%	Two IMT teams were deployed for the Southern Alberta floods.	Met
	In 2013, at least 80% of Directors whose departments completed the Business Continuity Plan exercise will indicate satisfaction with the exercise.	Business Continuity Plan exercises have not been conducted.	Business Continuity Plan exercises have not been conducted.	Business Continuity Plan exercises have not been conducted.	Equal	Not met
	In 2013, Strathcona County will be compliant with 100% of legislated Provincial regulations regarding emergency management.	100%	100%	100%	Equal	Met
	In 2013, Strathcona County staff with Emergency Management roles will indicate at least 80% positive scores for having confidence and competence in their Emergency Management roles.	N/A	There were no measurable outcomes expected.	95%	N/A	Exceeded by 15%
	In 2013, Strathcona County staff working or exercising in the permanent EOC will indicate at least 80% satisfaction with the facility.	N/A	A permanent EOC has not been built	0%	0%	Not met

*Adjusted end date to reflect new reporting timelines

APPENDIX Goal 1

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



Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
1C By December 31, 2013, SCES will achieve at least 95% fire code compliance rates in all daycares, hospitals, long-term care facilities, retirement homes, schools, and assembly occupancies in Strathcona County.*	By Dec. 31, 2013 at least 55% of occupancies scheduled for inspection will be prepared for the inspection with pre-completed forms.*	26%	26%	19%	Down by 7%	Short by 36%
	By Dec. 31, 2013 at least 80% of the pre-inspection materials will be available on-line.*	100%	100%	100%	Equal	Exceeded by 20%
	By Dec. 31, 2013 SCES will achieve at least 75% fire code compliance in all daycares, seniors' centres, schools and assembly occupancies in Strathcona County.*	19%	19%	49%	Improved by 30%	Short by 26%

* Adjusted end date to reflect new reporting timelines

APPENDIX

Goal 1

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

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Baseline	Comparison to Goal
By December 31, 2015, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 14 out of 19 final objective 1D outcomes.*	By Dec. 31, 2013, at least 75% of rural Strathcona County residents will have heard of FireSmart.*	63%	There were no measurable outcomes expected.	58%	Down by 5%	Short by 17%
	By Dec. 31, 2013, at least 15% of rural Strathcona County residents will have completed a wildfire hazard home and site assessment.*	8%	There were no measurable outcomes expected.	10%	Improved by 2%	Short by 5%
	By Dec. 31, 2013, at least 65% of rural Strathcona County residents will feel that fire fighters could protect their home if it was threatened by a wildfire.*	60%	There were no measurable outcomes expected.	58%	Down by 2%	Short by 7%
	By Dec. 31, 2013, at least 87% of rural Strathcona County residents will have removed shrubs, trees or fallen branches close to their home.*	84%	There were no measurable outcomes expected.	84%	Equal	Short by 3%
	By Dec. 31, 2013, at least 85% of rural Strathcona County residents will have removed needles, leaves and overhanging branches from rooves and gutters.*	82%	There were no measurable outcomes expected.	86%	Improved by 4%	Exceeded by 1%
	By Dec. 31, 2013, at least 80% of rural Strathcona County residents will store firewood well away from their home.*	76%	There were no measurable outcomes expected.	77%	Improved by 1%	Short by 3%
	By Dec. 31, 2013, at least 72% of rural Strathcona County residents will keep grass short and water frequently during the spring, summer and fall.*	69%	There were no measurable outcomes expected.	74%	Improved by 5%	Exceeded by 2%
	By Dec. 31, 2013, at least 70% of rural Strathcona County residents will remove debris or needle build up under balconies and porches.*	67%	There were no measurable outcomes expected.	72%	Improved by 5%	Exceeded by 2%
	By Dec. 31, 2013, at least 67% of rural Strathcona County residents will have installed double/thermal pane or tempered glass in windows and exterior glass doors.*	66%	There were no measurable outcomes expected.	64%	Down by 2%	Short by 3%

*Adjusted end date to reflect new reporting timelines

APPENDIX

Goal 1

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



Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Baseline	Comparison to Goal
1D By December 31, 2015, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 14 out of 19 final objective 1D outcomes.*	By Dec. 31, 2013, at least 65% of rural Strathcona County residents will have pruned large trees by removing all branches close to the ground.*	62%	There were no measurable outcomes expected.	69%	Improved by 7%	Exceeded by 4%
	By Dec. 31, 2013, at least 61% of rural Strathcona County residents will have installed fire resistant materials, such as metal, asphalt, slate or tile on their roof.*	60%	There were no measurable outcomes expected.	63%	Improved by 3%	Exceeded by 2%
	By Dec. 31, 2013, at least 58% of rural Strathcona County residents will have landscaped with fire resistant materials and vegetation.*	56%	There were no measurable outcomes expected.	49%	Down by 7%	Short by 9%
	By March 1, 2014, at least 55% of rural Strathcona County residents will have thinned shrubs or trees so that nearby plants and trees do not touch.*	52%	There were no measurable outcomes expected.	54%	Improved by 2%	Short by 1%
	By Dec. 31, 2013, at least 42% of rural Strathcona County residents will have screened or enclosed the undersides of decks and porches.*	40%	There were no measurable outcomes expected.	38%	Down by 2%	Short by 4%
	By Dec. 31, 2013, at least 38% of rural Strathcona County residents will have installed fire resistant siding on their homes.*	36%	There were no measurable outcomes expected.	35%	Down by 1%	Short by 3%
1E In 2015, SCES will have non-emergency contact with at least 12% of Strathcona County residents.*	By Dec. 31, 2013, at least 37% of rural Strathcona County residents will have screened house vents, gutters and the underside of eaves with metal mesh.*	35%	There were no measurable outcomes expected.	34%	Down by 1%	Short by 3%
	In 2013, SCES will have direct, non-emergency contact with at least 10% of Strathcona County residents.*	Data not available	13%, 12,337 people	15%, 14,160 people	Improved by 2%	Exceeded by 5%

*Adjusted end date to reflect new reporting timelines

APPENDIX Goal 2

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

HONOUR TO SERVE
INSPIRED TO LEAD
TRANSPARENT AND TRUSTED

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
2A For 2015, SCES emergency responses will be dispatched within 80 seconds at least 90% of the time, with an average Pro-Quality Assurance (Pro-QA) audit score of at least 98 per cent.*	911 calls in 2013 will be answered within eight seconds, at least 85% of the time.	69%	74%	81%	Improved by 7%	Short by 4%
	911 calls in 2013 will be dispatched within 85 seconds at least 90% of the time.	Data not available	Cumulative branch score for both EMS and fire was 78%.	Cumulative branch score for both EMS and fire was 78%.	Equal	Short by 12%
	The cumulative branch Pro-QA audit score for 2013 will be at least 97%.	Data not available.	The average branch score was 98.6%.	The average branch score was 98.4%.	Down by 0.2%	Exceeded by 1.4%
	For 2013, SCES will confine 5% more of structure fires to the room of origin than the 2012 baseline.	Data not available.	A framework has been developed for measuring tour by tour.	12.5%	N/A	Exceeded by 7.5%
2B For 2015, Strathcona County will have 10% lower fire fatality, fire injury, and residential per-capita fire dollar loss rates than the most recently published 10 year Alberta average. (Measures for objective 2B are based on the Centre for Fire Accreditation International accreditation standards.)*	For 2013, chute times for first responding SCES fire apparatus shall be 100 seconds or less, at least 90% of the time.	19%	28%	34%	Improved by 6%	Short by 56%
	For calls within Sherwood Park in 2013, the first due SCES unit capable of firefighting operations shall arrive within a 5 minute 30 second travel time, at least 90% of the time.	Data not available.	22%	77%	Improved by 55%	Short by 13%
	For residential fire calls within Sherwood Park in 2013, 12 SCES personnel shall be on scene within 13 minutes or less of the initial 911 call, at least 80% of the time.**	Data not available.	Data collected does not reflect the adjusted number of responders.	80%	N/A	Met
	For rural Strathcona County fire calls in 2013, the first due SCES unit capable of firefighting operations shall arrive within 13 minute 30 second travel time, at least 90% of the time.	Data not available.	60%	72%	Improved by 12%	Short by 18%
	For rural Strathcona County fire calls in 2013, 12 SCES personnel shall be on scene within 21 minutes or less of the initial 911 call, at least 80% of the time.**	Data not available.	Data collected does not reflect the adjusted number of responders.	65%	N/A	Short by 15%

*Adjusted end date to reflect new reporting timelines
**The outcome has been adjusted to measure 12 instead of 15 SCES personnel on scene. Due to the EMS dispatch transition, the three person EMS crew has been eliminated from the measure.

APPENDIX

Goal 2

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

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
<p>For 2015, at least 80% of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural) of the first 911 call. *</p> <p><i>Measures in objective 2C are based on the Centre for Fire Accreditation International accreditation standards.</i></p>	In 2013, at least 85% of patients will be safely extricated within 20 minutes of first rescue unit arrival on scene.	Data not available.	Data has not been collected for this.	98%	N/A	Exceeded by 13%
	In 2013, chute times for rescue apparatus shall be 100 seconds or less at least 90% of the time.	Data not available.	57%	37%	Down by 20%	Short by 53%
	In 2013, SCES traffic controls will be initiated within two minutes of first rescue unit arrival at least 85% of the time.	Data not available.	There were no measurable outcomes expected.	Logging traffic control activation was not consistent	N/A	Not measured (not met)
	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% of the time.	Data not available.	43%	80%	Improved by 37%	Short by 10%
	In 2013, the first due SCES rescue unit for rural responses shall arrive within a 13 minute 30 second travel time, at least 90% of the time.	Data not available.	69%	80%	Improved by 11%	Short by 10%
	In 2013, for rescue calls within Sherwood Park, at least four SCES personnel shall be on scene within 13 minutes of the initial 911 call at least 80% of the time. **	Data not available.	Data collected does not reflect the adjusted number of responders.	91%	N/A	Exceeded by 11%
	For 2013, for rural rescue calls within Strathcona County, at least four personnel shall be on scene within 16 minutes of the initial 911 call at least 80% of the time. **	Data not available.	Data collected does not reflect the adjusted number of responders.	78%	N/A	Short by 2%

*Adjusted end date to reflect new reporting timelines

**The outcome has been adjusted to measure four instead of eight SCES personnel on scene. Due to the EMS dispatch transition, the three person EMS crew has been eliminated from the measure. The Platoon Chief has been removed as well because attendance at this type of event is dependent on the severity of the call.

APPENDIX Goal 2

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

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
<p>For 2015, the clinical presentation of at least 90% of transported SCES Emergency Medical Service (EMS) patients upon arrival at hospital, will either be improved or stable related to their initial SCES assessment.*</p> <p>Measures in objective 2D are based on the Centre for Fire Accreditation International accreditation standards.</p>	In 2013, chute times for first responding SCES EMS apparatus will be 100 seconds or less, at least 90% of the time.	Data not available.	88%	83%	Down by 5%	Short by 7%
	In 2013*, the first due SCES ambulance for Sherwood Park responses shall arrive within a five minute 30 second travel time at least 90% of the time.**	Data not available.	41%	35%	Down by 6%	Short by 55%
	In 2013*, the first due SCES ambulance for rural responses shall arrive within a 13 minute 30 second travel time, at least 90% of the time.**	Data not available.	63%	52%	Down by 11%	Short by 38%
	In 2013*, for EMS calls within Sherwood Park, at least three SCES personnel shall be on scene within eight minutes, 30 seconds of the initial 911 call, at least 80% of the time.**	Data not available.	87%	81%	Down by 6%	Exceeded by 1%
	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% of the time.**	Data not available.	63%	49%	Down by 14%	Short by 31%
	In 2013, at least 96% of Medical First Responses in the previous 12 months will be at an Advanced Life Support (ALS) level.	Data not available.	99%	95%	Down by 4%	Short by 1%
	In 2013, at least 99% of SCES ambulance responses in the previous 12 months will be at an ALS level.	Data not available.	99.7%	100%	Improved by 0.3%.	Met
	In 2013, at least 85% of SCES transported EMS patients will have improved or stable clinical presentations.	Data not available.	The department developed a way to determine how to collect these statistics.	51% improved and 48% remained stable	N/A	Exceeded by 14%
	In 2013, at least 95% of EMS patients within Strathcona County triaged as Charlie, Delta, or Echo will receive ALS from SCES.	Data not available.	99.7%	100%	Improved by 0.3%	Exceeded by 5%
	In 2013, at least 96% of responding SCES EMS crews will be three-person.	Data not available.	The department will define how to collect these statistics in a policy.	97%	N/A	Exceeded by 1%
	In 2013, at least 88% of SCES intubation attempts will be successful.	Data not available.	This procedure is documented differently in the electronic patient care report (ePCR); the department will define how to collect these statistics in a policy.	66%	N/A	Short by 22%

*Adjusted end date to reflect new reporting timelines

**Data used for these outcomes was pulled from January to July 24 (EMS dispatch transition took place on July 25), when ambulances were consistently being dispatched from a Strathcona County station and in the Strathcona County response zone. "Travel time" is the response interval from the initial 911 call to the first ambulance on the scene.

APPENDIX Goal 2

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

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
<p>For 2015, the clinical presentation of at least 90% of transported SCES Emergency Medical Service (EMS) patients upon arrival at hospital, will either be improved or stable related to their initial SCES assessment.*</p> <p>Measures in objective 2D are based on the Centre for Fire Accreditation International accreditation standards.</p>	In 2013, medication errors by SCES will occur on less than 0.1% of patients.	Data not available.	No reports from Alberta Health Services of medication errors.	0.02%	N/A	Exceeded by 0.08%
	In 2013, 88% of SCES intravenous cannulation (IV) attempts will be successful.	Data not available.	This procedure is documented in the ePCR; the department will define how to collect these statistics in a policy.	65%	N/A	Short by 23%
	In 2013, at least 23% of SCES cardiac arrest patients will have pulses upon arrival at the hospital.	Data not available.	Currently, only people who call complaining of chest pain or heart problems are tracked as cardiac arrest patients. There will be a change in reporting procedures.	46% of cardiac arrest patients were reported as "improved" at the hospital.	N/A	Exceeded by 23%

*Adjusted end date to reflect the new reporting timelines.

APPENDIX Goal 3

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

HONOUR TO SERVE
INSTRUMENT TO LEAD
TRANSFORMING THE SERVICE

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
By December 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.*	At least 88% of staff understand the vision, mission and objectives of SCES.	83%	96%	91%	Down by 5%	Exceeded by 3%
	At least 87% of staff understand how their work contributes to achieving the vision, mission and objectives of SCES.	80%	95%	90%	Down by 5%	Exceeded by 3%
	At least 86% of staff believe they are an important part of SCES.	79%	84%	77%	Down by 7%	Short by 9%
	At least 90% of staff are committed to SCES' vision, mission, and objectives.	86%	94 %.	92%	Down by 2%	Exceeded by 2%
	At least 97% of staff are committed to SCES.	95%	92%	95%	Improved by 3%	Short by 2%
	At least 76% of staff agree that SCES is committed to them.	68 %	75%	69%	Down by 6%	Short by 7%
	At least 96% of staff are proud to work for SCES.	93%	98%	95%	Down by 3%	Short by 1%
	At least 82% of staff agree the Fire Chief's decisions and directions are communicated to them effectively.	72%	92%	70%	Down by 22%	Short by 12%
	At least 78% of staff understand the rationale for the Fire Chief's decisions and directions.	68%	87%	61%	Down by 26%	Short by 17%
	At least 65% of staff agree the SCES Management Team's decisions and directions are communicated to them effectively.	55%	67%	51%	Down by 16%	Short by 14%
	At least 60% of staff understand the rationale for the SCES Management Team's decisions.	52%	62%	44%	Down by 18%	Short by 16%
	At least 82% of staff agree their supervisor's decisions and directions are communicated to them effectively.	72%	67%	66%	Down by 1%	Short by 16%
	At least 75% of staff understand the rationale for my supervisors decisions and directions.	66%	64%	61%	Down by 3%	Short by 14%
	At least 89% of staff are able to make the decisions necessary to do their job effectively.	86%	84%	80%	Down by 4%	Short by 9%
	At least 82% of staff feel that those impacted by their decisions are effectively informed of their rationale.	78%	84%	82%	Down by 2%	Met
*Adjusted end date to reflect new reporting timelines	At least 60% of staff are sufficiently consulted by management.	43%	50%	37%	Down by 13%	Short by 23%
	At least 55% of staff are effectively informed of external news which impacts SCES.	38%	82%	62%	Down by 20%	Exceeded by 7%
	At least 65% of staff are effectively informed of SCES news and initiatives.	50%	84%	77%	Down by 7%	Exceeded by 12%
	At least 50% of staff are effectively updated on ongoing SCES projects or programs and their results.	29%	73%	51%	Down by 22%	Exceeded by 1%
	At least 60% of staff are effectively informed about SCES' performance with regard to achieving key performance indicators and strategic goals.	42%	80%	54%	Down by 26%	Short by 6%

APPENDIX

Goal 3

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

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
3B By December 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.*	At least 70% of staff are effectively informed on updates or changes to SCES policies and procedures.	52%	76%	68%	Down by 8%	Short by 2%
	At least 60% of staff are effectively informed about changes to equipment used to perform their job.	45%	60%	59%	Down by 1%	Short by 1%
	At least 73% of staff agree SCES policies are easy to locate.	54%	64%	60%	Down by 4%	Short by 13%
	At least 73% of staff agree SCES policies are easy to follow.	58%	75%	77%	Improved by 2%	Exceeded by 4%
	Less than 15% of staff feel some policies and procedures impede their ability to do their job.	30%	31%	23%	Improved by 8%	Short by 8%
	Less than 40% of staff feel SCES requires some new policies and procedures to help them do their job.	58%	54%	46%	Improved by 8%	Short by 6%
3C By December 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.*	At least 60% of staff are effectively informed of SCES success stories and "kudos".	37%	94%	81%	Down by 13%	Exceeded by 21%
	At least 60% of staff are effectively informed of news about SCES staff	35%	90%	71%	Down by 19%	Exceeded by 11%
	At least 50% of staff agree SCES does a good job of recognizing individual staff successes or exemplary service.	28%	79%	62%	Down by 17%	Exceeded by 12%
	At least 50% of staff agree SCES does a good job of recognizing team successes or exemplary service.	34%	80%	65%	Down by 15%	Exceeded by 15%
	At least 50% of staff agree SCES does a good job of sharing internal best practices.	34%	68%	44%	Down by 24%	Short by 6%
	At least 60% of staff agree SCES does a good job of recognizing them for their work	40%	65%	50%	Down by 15%	Short by 10%
3D By December 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.*	At least 50% of staff agree the decisions and directions of other SCES branches are communicated to them effectively	28%	41%	27%	Down by 14%	Short by 23%
	At least 50% of staff understand the rationale of other branches' decisions and directions.	28%	32%	27%	Down by 5%	Short by 23%
	At least 35% of staff agree SCES branches share information effectively.	9%	26%	21%	Down by 5%	Short by 14%
	At least 88% of staff agree information from other SCES branches is important to their work.	79%	76%	73%	Down by 3%	Short by 15%
	At least 65% of staff take advantage of the resources, knowledge and skills of staff from other SCES branches.	53%	59%	66%	Improved by 7%	Exceeded by 1%
	At least 40% of staff frequently communicate to members of other SCES branches about their work or projects.	27%	32%	38%	Improved by 6%	Short by 2%
	At least 30% of staff agree members of other SCES branches frequently communicate to them about their work on projects.	12%	17%	20%	Improved by 3%	Short by 10%
	At least 45% of staff agree communication between SCES branches strongly supports joint projects by SCES branches.	25%	36%	32%	Down by 4%	Short by 13%

* Adjusted end date to reflect new reporting timelines

APPENDIX Goal 4

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

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
By December 31, 2015, SCES will demonstrate a successful recruitment program by achieving at least six out of seven final objective 4A outcomes.*	At least 80% of the SCES staff hired in 2013 will indicate positive satisfaction with the information they received about SCES during the recruiting process.	89%	There were no measurable outcomes expected.	73%	N/A	Short by 7%
	At least 80% of the SCES staff hired in 2013 will indicate positive satisfaction with how SCES informed and supported them during the recruitment process.	85%	There were no measurable outcomes expected.	64%	N/A	Short by 16%
	At least 95% of the SCES staff hired in 2013 will be rated positively with regard to performance by the SCES Management Team.	N/A	There were no measurable outcomes expected.	This outcome has been eliminated as the Management Team does not have interaction with every person hired, and therefore cannot accurately judge performance.	N/A	N/A
	At least 90% of the SCES positions filled in 2013 will have been filled within 60 days of the posting being closed.	N/A	There were no measurable outcomes expected.	69%	N/A	Short by 21%
	By Dec. 31, 2013, the SCES vacancy rate for full-time positions will be less than 3%.	N/A	There were no measurable outcomes expected.	A more accurate way to measure this is being developed.	N/A	Not measured (not met).
	By Dec. 31, 2013, the SCES vacancy rate for part-time positions will be less than 15%.	N/A	There were no measurable outcomes expected.	This outcome has been eliminated as the majority of part-time positions are not permanent employees but are rather filled on an as-needed basis.	N/A	N/A
	By Dec. 31, 2013, the SCES cost of hire baseline will be established for all positions.	N/A	There were no measurable outcomes expected.	Approximately \$16,000 per firefighter. Due to the diversity of roles in the department, other baselines were not established. **	N/A	Met

*Adjusted end date to reflect new reporting timelines.
** The cost of hiring will change every year due to fixed costs and size of hiring class.

APPENDIX Goal 4

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



Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
4B By December 31, 2015, SCES will demonstrate a successful onboarding program by achieving at least four out of five final objective 4B outcomes.*	There are no measurable outcomes expected.					
	By Dec. 31, 2013, at least 90% of full-time operations staff will indicate that they understand their job description.*	N/A	There were no measurable outcomes expected.	A performance management project will start in mid-2014 which will include a comprehensive review of job descriptions, career planning and expectations.*	N/A	Not met
4C By December 31, 2015, at least 95% of SCES staff will indicate that their job description is accurate and that they understand it.*	By Dec. 31, 2013, at least 90% of full-time operations staff will agree that their job description is accurate.*	N/A	There were no measurable outcomes expected.	See above	N/A	Not met
	By Dec. 31, 2013, at least 90% of part-time firefighters will indicate that they understand their job description.*	N/A	There were no measurable outcomes expected.	See above	N/A	Not met
	By Dec. 31, 2013, at least 90% of part-time firefighters will agree that their job description is accurate.*	N/A	There were no measurable outcomes expected.	See above	N/A	Not met
	By Dec. 31, 2013, at least 90% of emergency communications staff will indicate that they understand their job description.*	N/A	There were no measurable outcomes expected.	See above	N/A	Not met
	By Dec. 31, 2013, at least 90% of emergency communications staff will agree that their job description is accurate.*	N/A	There were no measurable outcomes expected.	See above	N/A	Not met

*Adjusted end date to reflect new reporting timelines

APPENDIX Goal 4

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

Objective	Outcome (Goal)	Baseline	Actual Year 1	Actual Year 2	Comparison From Year 1 To Year 2	Comparison to Goal
4D By December 31, 2015, at least 80% of SCES staff will indicate that their most recent performance review improved their career planning and performance.*	By Dec. 31, 2013, at least 90% of SCES staff will have a documented performance review completed in 2013.*	N/A	There were no measurable outcomes expected.	76% (IAFF members only)	N/A	Not met
	By Dec. 31, 2013, at least 90% of SCES staff will have completed an individual action plan to achieve performance and career goals within 30 days of their performance review.*	N/A	There were no measurable outcomes expected.	Data has not been collected for this.	N/A	Not measured (not met)
4E By December 31, 2015, at least 80% of SCES staff will meet their individual annual competency tracking targets for the previous 12 months.*	There are no measurable outcomes expected.					

*Adjusted end date to reflect new reporting timelines

APPENDIX Goal 5

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

Due to obligations under the AHS EMS contract to achieve Accreditation Canada certification by March 31, 2017, the Fire Service Accreditation goal will be addressed in the next SCES Business Plan.

APPENDIX

Goal 6

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

SCES will support the corporate initiative of developing a Strathcona County performance measurement program for all departments to use. This goal will not be reported on for the remainder of this three year Strathcona County Emergency Services Business Plan.







**STRATHCONA
COUNTY**

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