



Strathcona County Emergency Services

ANNUAL REPORT 2014



HONoured TO SERVE
INSPIred TO LEAD
STRATHCONA COUNTY EMERGENCY SERVICES





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ANNUAL REPORT 2014

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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



May 2015

As Fire Chief, I am proud to present the 2014 Annual Report that highlights some of the many successes and accomplishments of the men and women of Strathcona County Emergency Services (SCES). This report represents the third year of our 2012-2015 business plan and demonstrates our progress towards the goals we had set. As well, this annual report demonstrates our support of Strathcona County's Strategic Plan and the corporate Business Plan. Some of these goals were intentionally ambitious and the staff has responded by making great efforts to achieve the desired results.

According to the April 2014 Public Satisfaction Survey, 93.2% of the community rate their satisfaction with the service of SCES as very high or high. As we progress towards becoming the safest community in Canada, it is vital that our community remains confident that SCES provides the highest levels of service possible.

We continue to have work to do in some areas and I will continue to be transparent about those opportunities to do better. SCES will work harder to prevent emergencies in the first place. We will continue to champion the highest standards of safety in our community planning. We will work harder to educate residents and businesses in our great community on how they can prepare to help themselves. We will continue to encourage everyone to sign up for Strathcona County Alerts, so that we can communicate more effectively in case of a widespread emergency. And when all of those efforts still cannot avoid an incident, we will respond with a highly effective team of professionals to deal with the emergency as efficiently as possible.

We are three quarters of the way through our business plan and will push hard to achieve 100 per cent of our goals in 2015. Every member of SCES has a role to play in at least one of the goals and I hope that every one of Strathcona's residents can see the accomplishments of our staff in 2014. I am proud of all of the work completed: every safety inspection, every CPR class, every 911 call answered, every ambulance call, and every fire response. So to all of SCES' great staff, thank you for the work you do each day.

I am pleased to put my name at the bottom of this page and take the responsibilities of this office very seriously. Most importantly I am committed to our team leading Strathcona County to become the safest community in Canada.

Honoured to serve. Inspired to lead.

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

Iain Bushell, MBA, EMT-P
Fire Chief and Director, Emergency Services
Director, Emergency Management



2014 Year in Review

Year Three of SCES' 2012 to 2015 business plan is complete. As a result of the change in reporting timelines introduced in Year Two, SCES will not measure against new outcomes in 2015. Outcomes will be reported with the same target as 2014 and a new business plan will be created for 2016 to 2018. The changes in timelines are to better align ourselves with the corporate strategic plan and County department business plan timelines.

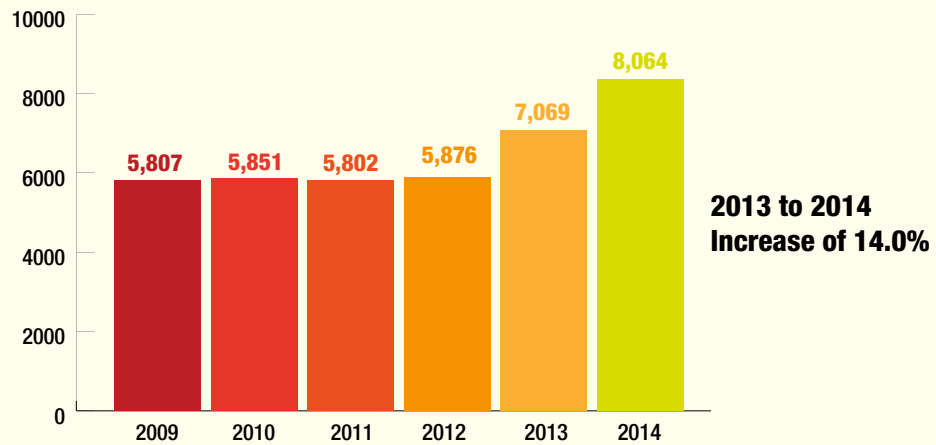
SCES remains committed to its Vision: We will lead our community to be the safest in Canada. Continued emphasis on public safety through the expanded fire inspection program, implementation of the Strathcona County Alert system, expanded efforts in the FireSmart program, and establishing a permanent Emergency Operations Centre (EOC) were highlights of the prevention efforts of the department.

As a result of the transition to centralized emergency medical services (EMS) dispatching managed through Alberta Health Services (AHS) in mid-2013, SCES has realized a significant increase in the number of times a Strathcona County ambulance has responded to an emergency outside of the municipality's borders. From January 1 to July 22, 2013, SCES responded outside of the municipality 65 times. From July 23 (transition day) to December 31, 2013, this number jumped to 633 times. In 2014, this number increased to 1,835 times. SCES will continue to work with AHS for the betterment of emergency response service for Strathcona County residents and the overall system (not just for Strathcona County).

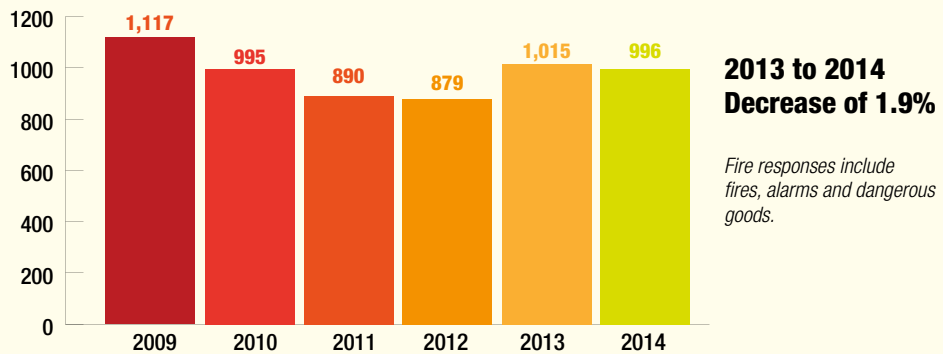
SCES continues to get busier. 2014 saw an 14 per cent increase in total call volume from 2013, which includes fire, EMS, motor vehicle collisions, and rescue responses, for a total of 8,064 calls.

Statistical Review

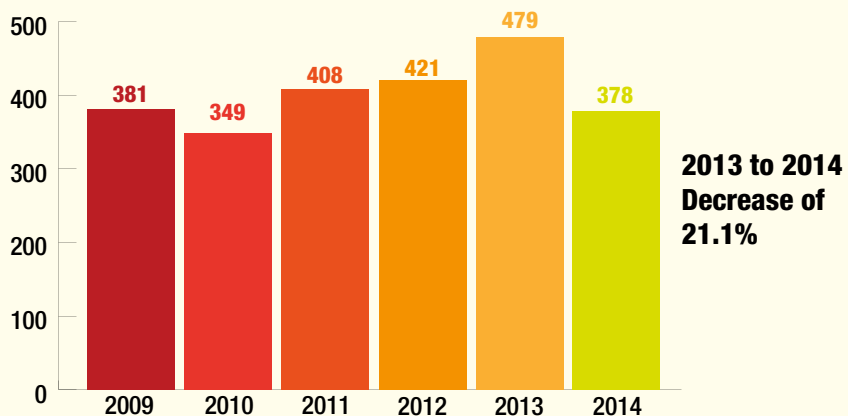
Response Volume Comparison - Total SCES Calls



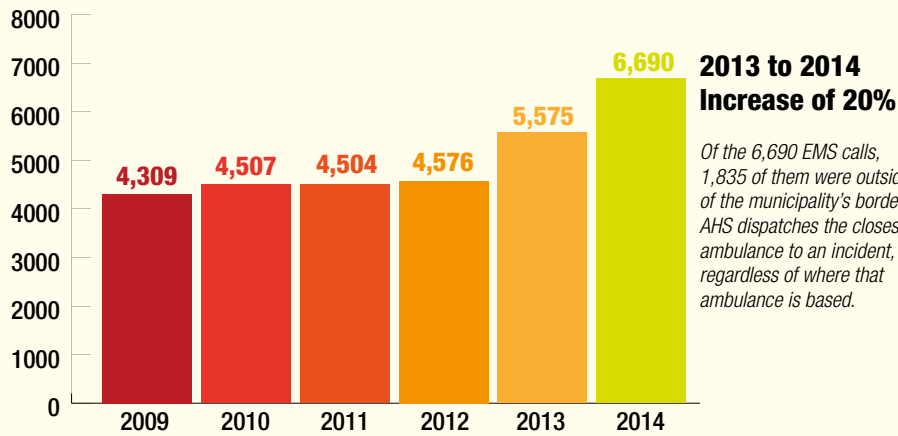
Annual Fire Responses



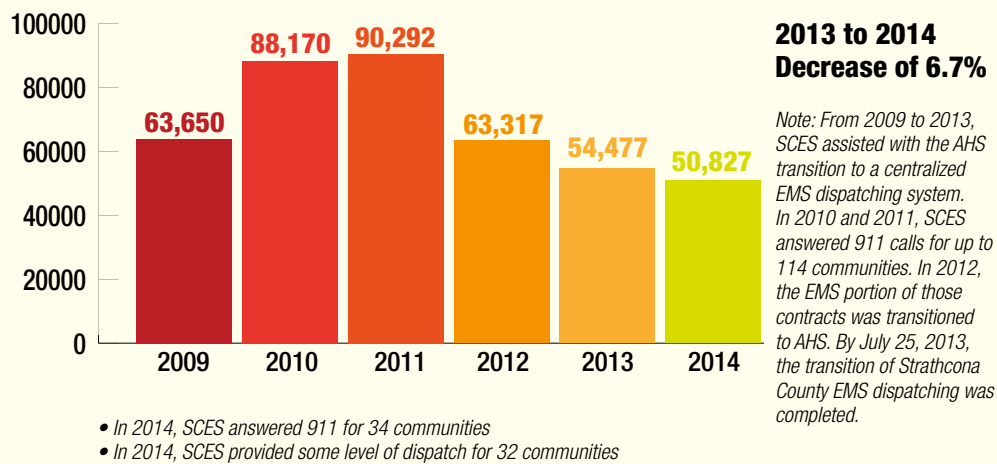
Motor Vehicle Collisions (MVC) and Rescue Responses



SCES Ambulance Responses

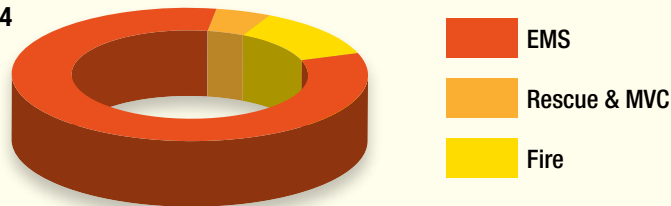


911 Calls Answered



2014 Emergency Calls (Fire, EMS, Rescue)

EMS	6,690 (83%)
Rescue	378 (5%)
Fire	996 (12%)
Total	8,064



Highlights for SCES in 2014 include:

- Official opening of Fire Station 6 to the community. Sadie, our Dalmatian statue who welcomes all visitors to the Station, was unveiled on April 25.
- Successfully awarded grants totaling \$719,000 from the Forest Resource Improvement Association of Alberta (FRIAA) to fund increased FireSmart initiatives in Strathcona County. Work completed in 2014 includes:
 - establishing a fire guard in Collingwood Cove and Meadow Court
 - converting vegetation into less flammable plants
 - completing 100 wildfire risk assessments and operational plans for various rural subdivisions and hamlets
 - holding Community Champion Workshops, free yard debris clean up events and conducting FireSmart property assessments in support of the public education component of the grantWork will continue in 2015 as part of this two-year grant, focusing on community education and planning.
- Renewing the Alberta Health Services (AHS) contract for a term (up to nine years) to continue to provide EMS to Strathcona County and the region.
- Celebrating the first local school to achieve zero Fire Code infractions during their annual fire inspection in 2014. Through hard work and collaboration, the school reduced infractions over four years.
- Launching and utilizing the mass notification system “Strathcona County Alerts”, which is used to notify residents of an emergent, significant, and time-sensitive emergency or situation. Alerts can include severe weather warnings, various bans, notice to shelter-in-place, or notice to evacuate. In 2014, 5,172 residents signed up to receive alerts by phone, email and/or text messages. In addition, Strathcona County staff have been automatically registered to receive alerts.
- Developing a Peer Support Team. Fifteen SCES members were trained on Critical Incident Stress Management (CISM) by Dr. Jeffrey Mitchell during a four-day session.
- Developing and opening the new permanent Emergency Operations Centre (EOC). The EOC can be used during emergency events and other Strathcona County departments have the option to use it as a “home base” for planned events such as Canada Day.



The advertisement features the 'grow' logo in green script above a yellow flame icon and the word 'FireSmart' in bold black text. Below this, a grey box contains the text: 'This seed package contains a mixture of fire resistant plants, shrubs, and grasses that are native to Strathcona County.' Underneath is a collage of five small images showing various colorful plants like purple flowers and yellow daisies. At the bottom, it says 'Take Action - FireSmart Your Property' and lists contact information for Strathcona County Emergency Services, including a phone number, email, and website. Logos for ENBRIDGE and STRATHCONA COUNTY are also present.

Our Value...

Progress

We improve through innovation and we finish what we start.

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

Two projects unique to Strathcona County were completed in Collingwood Cove and Meadow Court. In both communities, forest fuels were removed from municipal land to reduce the intensity of a potential wildfire. A fire guard was also constructed in each community to help support firefighting operations and to reduce the risk of wildfire from entering or exiting the neighbourhood.

In both areas, highly flammable vegetation in the fire guards were removed and replaced with fire resistant native plants, which would help slow the potential progression of wildfire. The seed package, pictured to the left, was given to interested residents as a way to encourage planting fire resistant species.



Feedback from the community

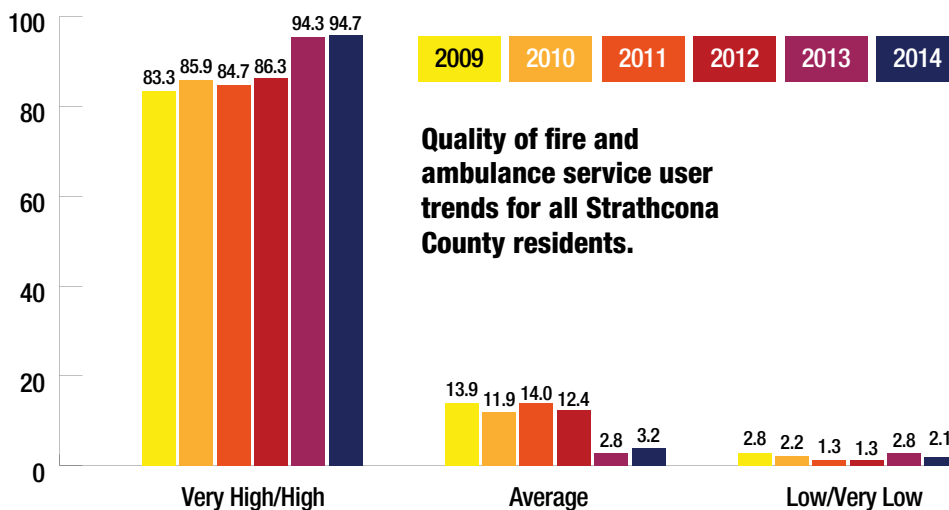
Every year, SCES receives feedback from residents in our community who interact with our staff. For example:

"Three of your EMTs saved Marcel's life on March 2. He had trouble breathing and started to go into respiratory failure. They knew exactly what to do. Both the Emergency Room and Intensive Care Unit doctors said that if we hadn't called the ambulance so fast and the EMTs hadn't known what to do, he would not have made it . . . he really bounced back quickly. I would like the EMTs to know how well he did and to thank them for how well they did."
Resident, Sherwood Park.

". . . having been in law enforcement for nearly 30 years, as a member of the Edmonton Police Service and ALERT, I have nothing but admiration and respect for medical first responders. This time, being on the side that needed help, it was reassuring to be in the presence of three extremely professional and capable, highly trained people (from Strathcona County). The respect and dignity that my father was shown by these gentlemen was admirable." Resident, Sherwood Park.

Results of the 2014 Strathcona County Public Satisfaction Survey

- 94.7 of respondents who had used fire or ambulance service had strong positive feelings (ranked as "very high " or "high") about the quality service.
- 93.2 per cent of Sherwood Park residents, regardless of use, were satisfied (ranked as "very high" or "high") with service and 80.3 per cent of those living in rural areas ranked the service as "very high" or "high".
- 2.5 per cent of residents were not satisfied with the service, which equates to 11 people.



Taking care of our staff

Wellness in first responders

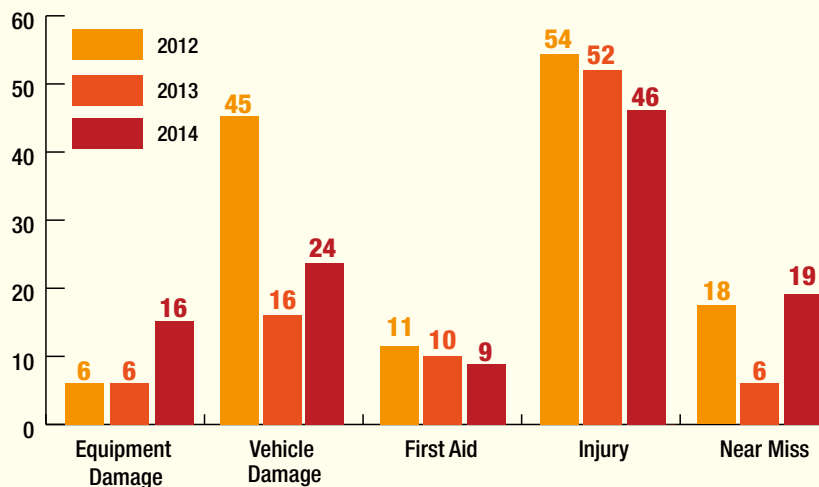
In February, SCES welcomed Pastor Greg Hochhalter who will provide all SCES staff with non-denominational chaplaincy services. Having a chaplain available 24/7 can be an important part of an individuals' overall mental health, as it provides another option for support.

In November, Dr. Jeffrey Mitchell trained 15 SCES members in CISM principles. These peer-nominated members spent four days with Dr. Mitchell getting International Critical Incident Stress Foundation (ICISF) certification in Crisis Intervention for Individuals and Group Crisis Intervention. The newly established SCES Peer Support Team, led by Captain Jay Hoffos, will facilitate defusings, debriefings, and provide one-on-one support to members and to mutual aid partners who request it. Captain Hoffos, SCES management, Human Resources and Strathcona County's clinical psychologist Jeff Sych are leading the way in supporting the teams' efforts.

A safer department

SCES saw a 12 per cent decrease in injury accidents and a 10 per cent decrease in first aid incidents in 2014, compared to 2013. Vehicle damage and equipment damage are up because of increased vehicle movement including redeployment, EMS call volume and distance of travel.

SCES Workplace Incidents



A "near miss" report is considered positive because someone identified a hazard, but no one was injured. There was no dollar loss, nor was any equipment damaged. Near miss reports allow for the opportunity to implement corrective preventative action for the future. In 2014, near miss reports increased by 217 per cent.



Strathcona County Emergency Services

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Year Three 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.

These outcomes will be measured and reported on in 2015 with an annual survey to residents that will be conducted in May.

For outcomes, see page 35 (Appendix)

Implementation of the SC Alert system ensures all residents can be notified of an emergent issue in a timely manner.

- The mass notification system “Strathcona County Alerts” was launched in January and by year end, 5,172 residents had signed up to receive emergent, significant and time-sensitive alerts affecting Strathcona County. The alert system was used six times in 2014 for severe weather and a partial water ban.
- Strathcona County staff and external clients had the opportunity to train in the Incident Command System (ICS). A total of 223 people received training in 2014, in courses ranging from ICS 100 to ICS 400, and two SCES staff attended Federal Emergency Management Agency (FEMA) courses for position-specific training.

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.

Percentage of third year outcomes met with success:



3 outcomes met (50%)
3 outcomes not met (50%)

Total: 6

For details on outcomes, see page 37 (Appendix)

* In 2014, there were no incidents that required deployment of an Incident Management Team (IMT) or activation of the EOC.

Strathcona County supports and practices unified command.

- SCES and select Strathcona County departments utilized the opportunity of the Canada 55+ Games to test new equipment and procedures in the EOC.
- SCES hosted a facilitated discussion about training philosophies of unified command between regional police, emergency response organizations and fire services. Eugene Smith, of High Focus LLC, facilitated a session that focused on the commonalities of first response agencies in unified incident management.

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.

Percentage of third 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 community on the rise.

- In 2014, 1,713 inspections were conducted in Strathcona County, which included 993 re-inspections. This is an overall increase of 92 per cent for inspections and re-inspections from 2013. Re-inspections are necessary when violations under the Alberta Fire Code have been found. As the fire inspection program continues, it is expected that the overall percentage of re-inspection visits will decrease as business owners become more aware of fire code requirements.
- Over the past three years, there has been a significant decrease in total violations per inspection and the number of re-inspections in both Elk Island Public and Elk Island Catholic Schools. This is a result of a continued focus on educating the client on the fire code and building strong relationships.
- Because of increased resources in the division, a fire inspector can now attend all final building code inspections performed in Strathcona County. Partnering with a building safety codes officer has allowed for improved service for business owners and managers by ensuring all fire code compliance information is provided in advance of the business opening.
- The new Emerald Hills strip mall has incorporated a strobe light alarm system. When an alarm is activated, a strobe light located on the outside of the building quickly identifies for emergency responders which store is in alarm. SCES will continue to encourage developers to incorporate this type of technology in their emergency plans.
- Sierra Lane Construction donated a trailer to SCES which will be used as a mobile investigation headquarters to accommodate on-scene interviews.

Top 5 Fire Code violations in Strathcona County

Number of issues or concern cited	What is the issue?
431	Annual and/or monthly assessments of fire protection systems and equipment, (fire extinguishers and alarm systems) are not being completed.
401	Extension cords and multi-plug adaptors are being used as a substitute for permanent wiring. Extension cords are meant for temporary power supply and should not be used for more than 30 days.
297	Exit signs and emergency lighting are not being inspected monthly as required.
226	Exit signs and emergency lighting are not being installed and maintained where required.
225	Damage to fire separations, such as holes in dry-wall, missing ceiling tiles, etc.

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.

Percentage of third year outcomes met with success:



3 outcomes not met (100%)

Total: 3

For details on outcomes, see page 39 (Appendix).

The remaining 16 outcomes will be measured and reported on in 2015 with an annual survey to residents that will be conducted in October.

FireSmart work in Strathcona County is leading-edge.

- SCES now has 100 detailed rural subdivision and hamlet plans, which include information such as a general description of the community, values at risk, forest fuel types, landscape description, community access road (width and length), utilities present, and historic fire occurrences. The FireSmart summaries include an evaluation of the risk and likelihood of a wildland fire event in each community, and what the potential consequence of an event would be. Forest fuel management/modification recommendations are included where opportunities exist to mitigate fire hazards. This supports SCES' planning and response to incidents within rural Strathcona County.
- Detailed operational maps are available to SCES that include identification of the volatile fuels in each community, alternate access points, potential staging areas as well as viable water sources for emergency events.
- Strathcona County hosted eight chipping events in rural areas to assist with residents' FireSmart initiatives on their property. As well, five Community Champion Workshops were conducted. The purpose of the workshop is to educate residents in a subdivision or hamlet as they try to encourage other property owners to take measures to help protect their own respective properties from wildfire. This in turn has the potential to make the whole neighbourhood safer. As well, 16 rural residents were recognized for showing significant improvement in implementing FireSmart initiatives on their properties.

Objective 1E

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

Percentage of third year outcomes met with success:



1 outcome met (100%)

Total: 1

For details on outcomes, see page 40 (Appendix)

Educating our residents and business owners through non-emergency connections.

- SCES interacted with over 13,500 residents (which is 14% of the population) in Strathcona County in a non-emergency environment including in a classroom, trade show, station tours or during a fire inspection.
- SCES attended 49 community events and hosted 27 station tours.



Our Value...

Community

We are committed to the well-being of all.

SCES was dispatched to a residential fire in November and quickly extinguished it. While waiting for the fire investigator to arrive on scene, the crew noticed a woman and child shoveling their driveway and walk. Crew members took the opportunity to exemplify the value of “community” by assisting with the task.

Goal 2

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

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.

Percentage of third year outcomes met with success:



1 outcome met (33%)

2 outcomes not met (67%)

Total: 3

For details on outcomes, see page 41 (Appendix)

SCES provides high quality 911 call answer and dispatch services.

- Congratulations to the overall highest performers in dispatch chute interval times and Pro-QA scores in 2014 for fire:

Dispatch

First place: Lieutenant (Lt.) Lori Rautio

Second place: Emergency Communications Operator (ECO) Alex Rudland

Third place: ECO Paige Harding

Fire Pro-QA compliance

First place: Lt. Debbie Flinkman and Qualified Officer (QO) DeAmber Symon

Second place: ECO Sheri Ulmer

Third place: QO Leanne Prysunka and ECO Catherine Abel



- Of the 50,827 911 calls answered by the Emergency Communications Centre (ECC), 73 per cent of those were transferred to other emergency agencies, which took on average 53 seconds to complete. Of those calls that were not transferred (including fire and MFR calls), another 53 seconds was spent on the phone either processing or verifying information provided by the caller in order to dispatch.

Activation times can be dependant on what type of incident is being reported. Most EMS calls are made by landline, which are more easily processed and verified by ECOs. Fires however, are more often reported via cell phone where it is more difficult to get exact location information and can delay activation times.

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.

Percentage of third year outcomes met with success:



4 outcomes met (44%)
1 outcome improved or in progress (12%)
4 outcomes not met (44%)

Total: 9

For details on outcomes, see page 42 (Appendix)

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

- In 2014, Strathcona County had one fire fatality as a result of a car fire and therefore was 10 per cent lower than the Alberta average in fire-related fatalities.
- Based on the most recent provincial data published in 2012, SCES was 89 per cent lower in fire injuries, and 44 per cent lower in per capital fire dollar loss.
- “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 in 53 per cent of residential structure fires in Strathcona County in 2014. The fire did not extend beyond the area of origin 66 per cent of the time.



Mayor Roxanne Carr, signing up to receive Strathcona County Alerts.

Our Value...

Leadership

We inspire, motivate and empower others.

In partnership with Corporate Communications, Transportation and Agriculture Services (TAS), and Utilities departments, as well as the RCMP, the Strathcona County Alerts (SC Alerts) system was implemented and launched to the community in January 2014. Within the first week of its launch, over 960 residents signed up to receive alerts.

At the corporate Celebrating Staff event, SC Alerts was awarded the Social Award Pillar for the successful implementation of the program.

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.

Percentage of third year outcomes met with success:



2 outcomes met (29%)
1 outcome improved or in progress (14%)
4 outcomes not met (57%)

Total: 7

For details on outcomes, see page 43 (Appendix)

Process refinement based on feedback.

- Recording exact times when a patient has been successfully extricated from a rescue scenario continues to be a challenge as the initial priority of the responding crew is always patient care. Inconsistencies in reporting the data have been identified, and Operations will work towards more accurate data collection.
- Initially, when a MVC or rescue call was received by the ECC, as per AHS protocol, the call was to be immediately transferred to AHS. In 2014, the process has been adjusted to meet the needs of the patient more efficiently and effectively. SCES now has quicker access for assessing if a rescue truck needs to be dispatched to a MVC by monitoring the call through the transfer to AHS.
- As a result of feedback from members taking training courses offered by outside providers, all rescue trucks in 2014 were outfitted with a band saw and a 3/4" drive socket set to assist with entrapment and impalement rescues.
- The new containerized rehabilitation Sea-Can, which will replace the rehabilitation bus, was tested at the annual Josephburg Holiday Train event in December. This was an excellent opportunity to try the system out in a non-emergency environment, and as a result, areas for improvement were identified. The Sea-Can fleet will also include a wildland support unit and may be expanded in future years.



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.

Percentage of third year outcomes met with success:



5 outcomes met (36%)
2 outcome improved or in progress (14%)
7 outcomes not met (50%)

Total: 14

For details on outcomes, see page 44 (Appendix)



The EMS dispatching transition has affected SCES' performance.

- Between July 1 and December 31, SCES transported 621 patients to the Strathcona Community Hospital. AHS brought 275 patients and other EMS services transported 41 patients.
- As reported to Council on January 27, 2015, as a result of the AHS centralized EMS dispatch system, SCES EMS responses outside of Strathcona County have increased. In 2013, there were 698 incident responses and in 2014, this more than doubled to 1,835 responses. SCES saw a 20 per cent increase overall in EMS calls, which includes responses within the municipality and outside the municipality.
- Rural service levels dropped slightly, due in part to an increase in the average dispatch time because of the AHS transition, and an increase in the average response time. Units are responding from further away (eg. Edmonton) than from Sherwood Park or from Josephburg (where Station 4 is located). SCES will continue to work with AHS on more effective ways to handle deployment and MFRs.



Our Value...

Synergy

We work together to achieve more.

Creating a single point of contact for both specialty teams and sharing one common voice were the goals of appointing Capt. Curtis Wheaton as the project manager of the specialty teams. As a result, both the Water Rescue Team and Technical Rescue Team have created new synergies. Sharing training and resources benefits both teams, while ensuring that each respective team's purpose remains intact.

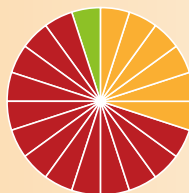
Goal 3

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.

Percentage of third year outcomes met with success:



1 outcome met (5%)

6 outcomes improved, in progress or equal to (30%)

13 outcomes not met (65%)

Total: 20

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

Reporting back – survey results.

- According to the SCES internal communications survey, the most effective methods of internal communication are emails from the Chief, bi-weekly emails that update staff on items of department interest, and regularly scheduled meetings in specific divisions or work groups.

The least effective methods of internal communication identified were the digital displays, The Insider (internal Strathcona County website), watching presentations via web broadcasts, and station inspections and tours.

- According to the corporate Employee Engagement Survey conducted in 2014, SCES' strengths include recognizing individuals for their work, knowing that the work performed by SCES is making a difference in the community, and that staff have the opportunity to use skills and expertise in their respective jobs.

Areas for improvement include the opportunity to use appropriate technology and managing stress levels at work.

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.

Percentage of third year outcomes met with success:



3 outcomes improved or in progress (50%)
3 outcomes not met (50%)

Total 6

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

Work continues on Standard Operating Procedure development

- In 2014, 13 existing Standard Operating Procedures (SOPs) were updated and 34 new ones were created. Revised and new SOPs are published on Yardstick, a knowledge-based tracking system, that is accessible by all staff.

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.

Percentage of third year outcomes met with success:



4 outcomes met (66%)
1 outcome improved or in progress (17%)
1 outcome not met (17%)

Total 6

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

Honouring our staff.

- The SCES Medal Bestowment Committee was formed and includes: Chief Iain Bushell, Platoon Chief Norm Sutton (senior department member), FF David Mogg (IAFF representative), and Nancy Betts (Classified representative). This committee reviews all nominations and determines the appropriate level of recognition.
- The SCES Medal of Merit was bestowed by the SCES Medal Bestowment Committee in 2014 to 13 members and one Strathcona County staff for their involvement in the 2013 Southern Alberta floods. The following staff were the first responders from Strathcona County, during the emergent phase of an exceptional emergency event. Actions taken by these staff members had significant impact with potential life-safety concerns in an unknown environment. This is the first time a Medal of Merit has been awarded by SCES.

Ranks reflected are those of when the incident occurred.



Fire Fighter Jason Ball receiving the Alberta Emergency Services Medal

This medal is awarded to SCES staff and those working directly with SCES staff that distinguishes themselves through commitment to the department or community well beyond the normal call of duty.

<i>Deputy Chief (DC) Iain Bushell</i>	<i>Lt. Todd Wilson</i>
<i>Assistant Chief (AC) Mark Eckley</i>	<i>QO Steven Gregersen</i>
<i>Division Chief (Div. Chief) Bruce Matheson</i>	<i>Firefighter (FF) Rob McKinley</i>
<i>Lt. Russ Bubenko</i>	<i>FF David Mogg</i>
<i>Lt. Jay Hoffos</i>	<i>FF Tyler Wonnacott</i>
<i>Lt. Kelly Lehr</i>	<i>Nancy Betts, Administrative Assistant</i>
<i>Lt. Ryan McKinley</i>	<i>David Churchill (Transportation and Agriculture Services - TAS)</i>

- The SCES Fire Chief Unit Citation Medal was bestowed in 2014 to 22 members and five Strathcona County staff for their involvement in the emergency response to the 2013 Southern Alberta floods. The following Strathcona County staff were deployed to High River or Calgary during the floods to assist in the EOC, act on the Technical Rescue or Water Rescue teams or provide other technical assistance to the town and Province.

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.

<i>Fire Chief Darrell Reid</i>	<i>Lt. Gary Dick</i>	<i>Roxanne Komick, Administrative Supervisor</i>
<i>DC Bob Davidson</i>	<i>Lt. Don Linklater</i>	<i>Daren Sears (Information Technology Services)</i>
<i>AC Dawn Nash</i>	<i>Lt. Andrew Spence</i>	<i>Cory Chartrand (TAS)</i>
<i>Assistant Platoon Chief (APC) Barry Bouwsema</i>	<i>QO Ian Clavelle</i>	<i>Ryan Wilson (TAS)</i>
<i>Acting Fire Marshal Rod Kuhn</i>	<i>FF Jason Ball</i>	<i>Jeff Hutton (Utilities)</i>
<i>Capt. Dwayne Hanson</i>	<i>FF Terry Butchart</i>	<i>Andrew Wolff (Utilities)</i>
<i>Lt. Glen Hunker</i>	<i>FF Mike Pytyck</i>	<i>Rick Wyman (Utilities)</i>
<i>Lt. Darren Anderson</i>	<i>FF Kyle Schmidt</i>	
<i>Lt. Todd Barrett</i>	<i>FF Chris Shabbits</i>	
	<i>FF Mike Suchy</i>	
	<i>FF John Verner</i>	
	<i>FF Dan Vriend</i>	

- 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 2014:

<i>Lt. Troy Alexander</i>	<i>QO Steven Gregersen</i>
<i>Lt. Buddy Bartisch</i>	<i>QO Ray Lobel</i>
<i>Lt. Jeff Booi</i>	<i>QO Leanne Prysunka</i>
<i>Lt. Russ Bubenko</i>	<i>Fire Inspector Laurette Baron</i>
<i>Lt. Gary Dick</i>	<i>FF Jason Ball</i>
<i>Lt. Roy Garcia</i>	<i>FF R. LeRoi LaFleche</i>
<i>Lt. Cory Spilchak</i>	<i>FF Iain MacInnis</i>
<i>Lt. Todd Wilson</i>	

- The Fire Services Exemplary Service of Canada 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. A service bar is awarded after each additional 10 years of service. The following member was recognized in 2014:

Platoon Chief Norm Sutton (40 year bar)

- Capt. Mike Nicholson received a Pride of Strathcona Award in Community Service. Mike has been recognized as a leader at a local, regional, and national level for raising awareness of Muscular Dystrophy for 23 years.

Objective 3D

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

Percentage of third year outcomes met with success:



6 outcomes improved or in progress (75%)
2 outcomes not met (25%)

Total 8

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

Inter-division communications showing improvement.

- As a result of the 2013 internal communications survey, the following new initiatives were launched to help improve inter-divisional communications:
 - Monthly "Focusing On" newsletter, highlighting a different division or program of the department in every edition.
 - Introducing a weekly administration team meeting to ensure that all administration staff are aware of current and upcoming projects, issues and information that is relevant to the team's ongoing activities.
 - At the monthly Operations meetings, invitees have been expanded to include all Division Chiefs to discuss topics relevant to the Operations staff.
 - At the Fire Review meetings, Fire Prevention and Investigation (FPI) and Occupational Health, Safety and Training (OHST) are now providing updates on their respective areas.



Our Value...

Ownership

We take responsibility for our actions and each other.

Fire Inspectors are out in the community daily, ensuring that our community remains safe. Inspectors meet with business owners and facility managers to ensure that occupancies are safe for everyone, and that regulations within the Alberta Fire Code are maintained.

After an inspection is complete, SCES Fire Inspectors will identify any deficiencies to the owner or manager, and will schedule follow up visits to ensure the issues are dealt with in a timely manner. By having regularly-scheduled follow ups, the number of re-inspections required year after year has decreased as well as the overall number of violations reported.



Our Value...

Integrity

We will not compromise our values.

Strathcona County has a contract with AHS to provide four ambulances as part of the regionalized EMS response system.

SCES remains committed to maintaining its service level to the municipality, and to the three-person ambulance response crew (industry standard is a two-person crew). A three-person crew facilitates better overall patient management and outcomes. As well, it provides much-needed assistance with safety (eg. scene management, critical tasks, documentation and assistance with hauling equipment).

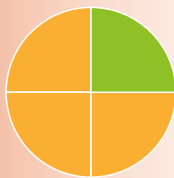
Goal 4

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.

Percentage of third year outcomes met with success:



1 outcome met (25%)

3 outcomes improved or in progress (75%)

Total 4

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

Part-time recruit process shows improvement.

- In 2014, a single point of contact was established for prospective candidates for the part-time recruitment. This change was a result of feedback received by part-time members who had previously gone through the recruitment process. Administrative Assistant Christine French orchestrated all the appointments for the interviews, the physical test and the aptitude test. Having one point of contact ensured consistency of information shared with those interested in becoming part-time firefighters.
- In 2014, physical tests for the part-time recruits were conducted through the University of Alberta (U of A), which is consistent with the full-time recruitment. The physical test conducted through the U of A is a more intense and in-depth assessment than previous part-time physical assessments.
- Outcome "By Dec. 31, 2014, the cost of hire will be reduced for at least 80 per cent of SCES positions hired in 2014 compared to peer hires in 2013" was eliminated because it was determined that there are too many external factors the department cannot control that impact the total cost of hire.

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.

Percentage of third year outcomes met with success:



1 outcome met (20%)
2 outcomes improved or in progress (40%)
2 outcomes not met (40%)

Total 5

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

Significant improvements realized during the on-boarding process.

- The Lts of OHST led eight new recruits through an intense 11 week on-boarding process, where firefighters became familiar with the municipality, the department, operations, and the apparatus and equipment they will be using. Many operations members were a part of the on-boarding process through teaching courses and leading various types of training.
- OHST led 10 part-time new recruits through the 13-day on-boarding process. Training topics included a basic introduction to firefighting, familiarization with the municipality, the department, and SCES equipment.
- Based on feedback received, the on-boarding process is now the assignment of one OHST Lt to ensure consistency, and a single point of contact for instructors, students, and staff.

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.

Percentage of third year outcomes met with success:



2 outcomes met (20%)
8 outcomes not met (80%)

Total 10

For details on outcomes, see page 50 (Appendix).

Part-time roles within the department continue to be clarified.

- A clear set of expectations for part-time emergency responders continues to be developed between the Station 2 and 3 coordinators, APC Dean Melanson and management.
- The implementation of four outcomes related to job descriptions have been delayed in order to align the department with a newly introduced corporate program.



**Our Value...
Respect**

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

SCES and the RCMP joined volunteer forces in support of Habitat for Humanity in June. FFs Tyler Landon, Eric Lowe and Elliott Wilson helped build two playhouses to raffle off, with the proceeds going to the charity. With over 60 hours of volunteer time logged at this fundraiser, Habitat for Humanity was also awarded a grant from Starbucks (who hosted the event).

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.

Percentage of third year outcomes met with success:



3 outcomes not met (100%)

Total 3

For details on outcomes, see page 51 (Appendix).

Career milestones, promotions and retirements

- Congratulations to the following members who achieved career milestones in 2014 through permanent promotions:
 - DC Devin Capcara
 - Div. Chief Dwayne Hanson
 - Cpts. Brad Boychuk, Andy Lee, and Kelly Lehr
 - Lts. Darren Anderson, Leighton Daciuk, and Don Linklater
 - QO Chris Keen
 - Fire Inspector Dean Brodt
- Congratulations to the following part-time firefighters from Stations 2 and 3 who received promotions to Lieutenant:
 - (Station 2) Brad Staszczak, Jennifer Naidoo, and Eric Kaczynski
 - (Station 3) Ryley Laurent, Kevin Sibulak, Kevin Boldt, and Corey Dickson
- SCES said farewell to retirees AC of Emergency Management Mark Eckley, Div. Chief Bruce Matheson, and Materials Management Assistant Deb Steinke.
- Outcomes “By Dec. 31, 2014, at least 75 per cent of SCES officers and supervisors will have completed the 360-degree review in 2014.” and “By Dec. 31, 2014, at least 75 per cent of SCES officers and supervisors will have completed an individual action plan based upon their 360-degree review within 30 days of the review.” have been eliminated as the department does not have resources required to conduct the number of reviews required.

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.

Percentage of third year outcomes met with success:



3 outcomes not met (100%)

Total 3

For details on outcomes, see page 52 (Appendix).

Committed to life-long learning

- A number of staff pursued further educational opportunities in 2014, including the following achievements:
 - Lt. Don Linklater and FF Jon Verner obtained their Paramedic diploma from NAIT and registered with the Alberta College of Paramedics.
 - Fire Protection Engineer Modusser Tufail completed his Masters in Chemical Engineering, specializing in fire protection, from the University of Waterloo.
 - Communications and Marketing Specialist Karen Tomnuk completed her Project Management Certificate from NAIT.
- SCES sent 78 per cent of the senior officers and classified supervisors to a peer conference or symposium to gain new knowledge and share best practices with the department. Examples include:
 - Chief Iain Bushell attended the Alberta Fire Chiefs' Conference and was elected to the Board of Directors.
 - A number of senior officers attended the international Fire Department Instructors Conference (FDIC) in April.
 - Acting Fire Marshal Rod Kuhn attended the National Fire Prevention Association (NFPA) Conference and Expo in June.
 - A number of senior members attended the International Association of Fire Chiefs-Fire Rescue International conference in August.
 - Bill Hovan and Dan Nguyen attended the FDM Software conference in October.
 - Fourteen staff attended Alberta Environment and Sustainable Resource Development (ESRD) ICS training in January.
- Chief Iain Bushell and Assistant Chief Mark Eckley attended Homeland Security Federal Emergency Management Agency (FEMA) Incident Management Team role specific training.



Pictured left to right:
Lts Eric Kaczynski, Jennifer Naidoo,
Corey Dickson, Ryley Laurent,
Kevin Sibulak and Kevin Boldt

2014 Full-Time Member Training

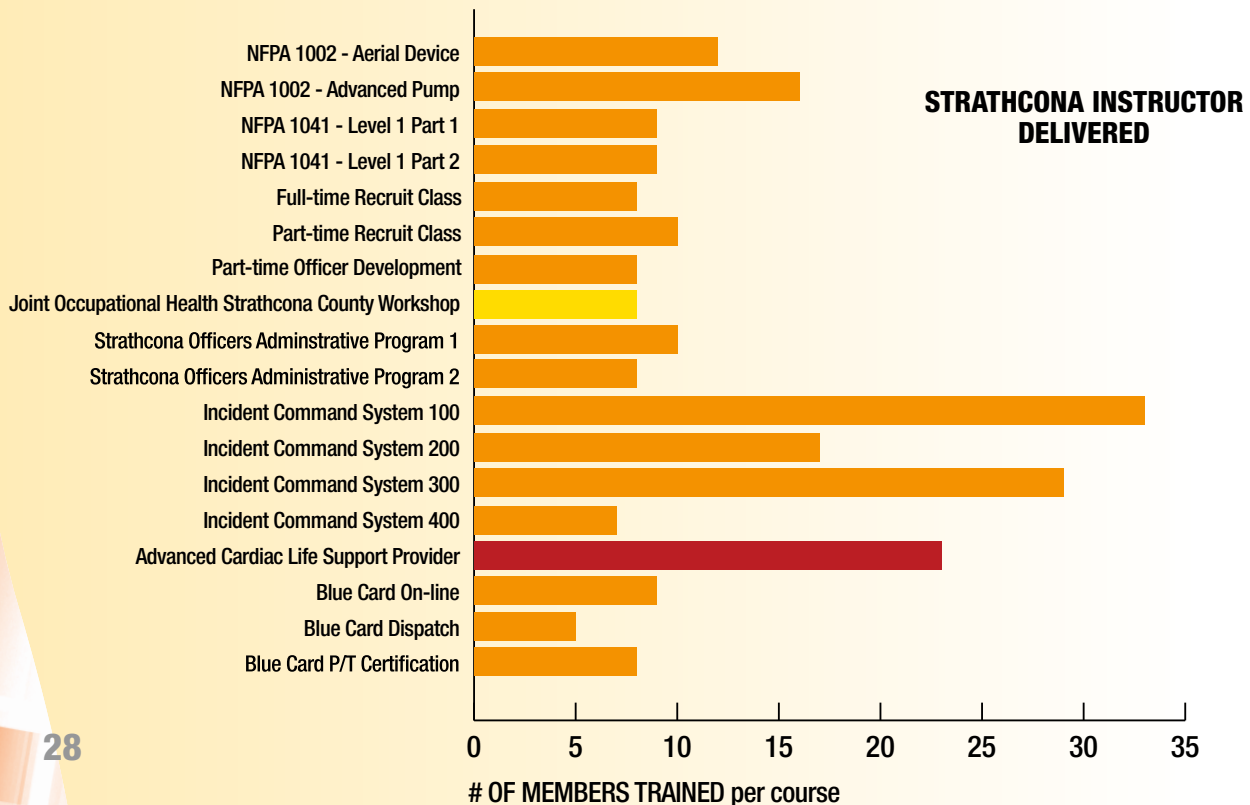
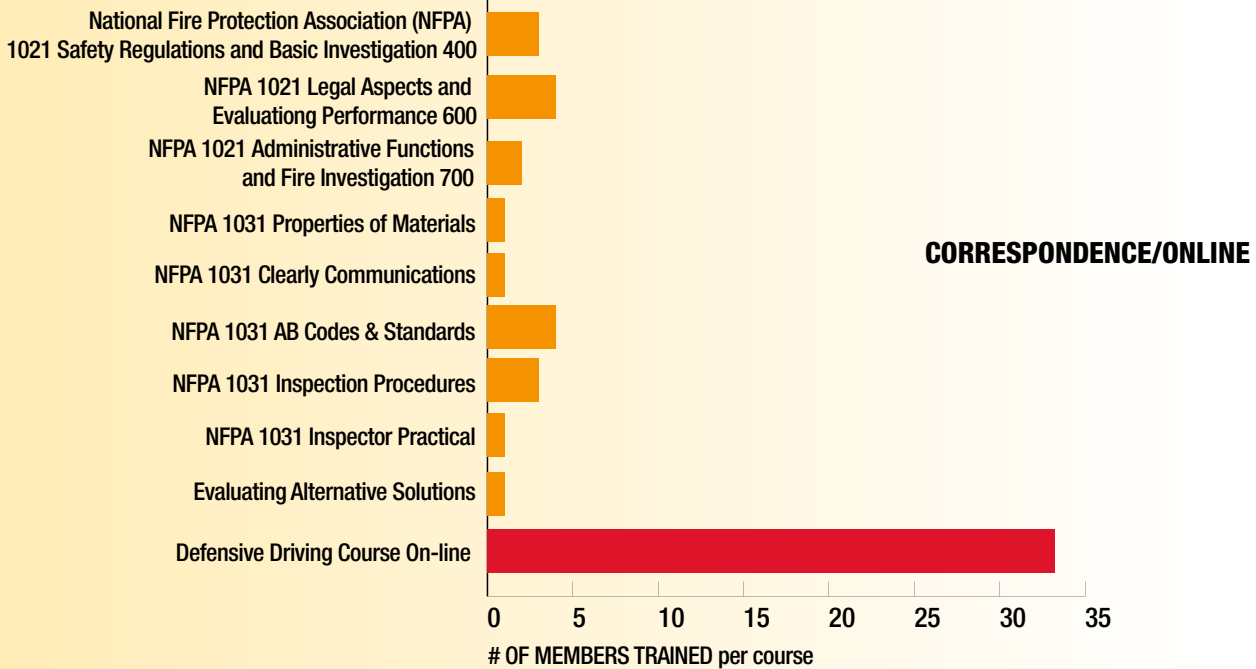
LEGEND

- = Employee Development Policy (EDP) training
- = Occupational requirement training
- = Value-added training

Total courses offered: 42

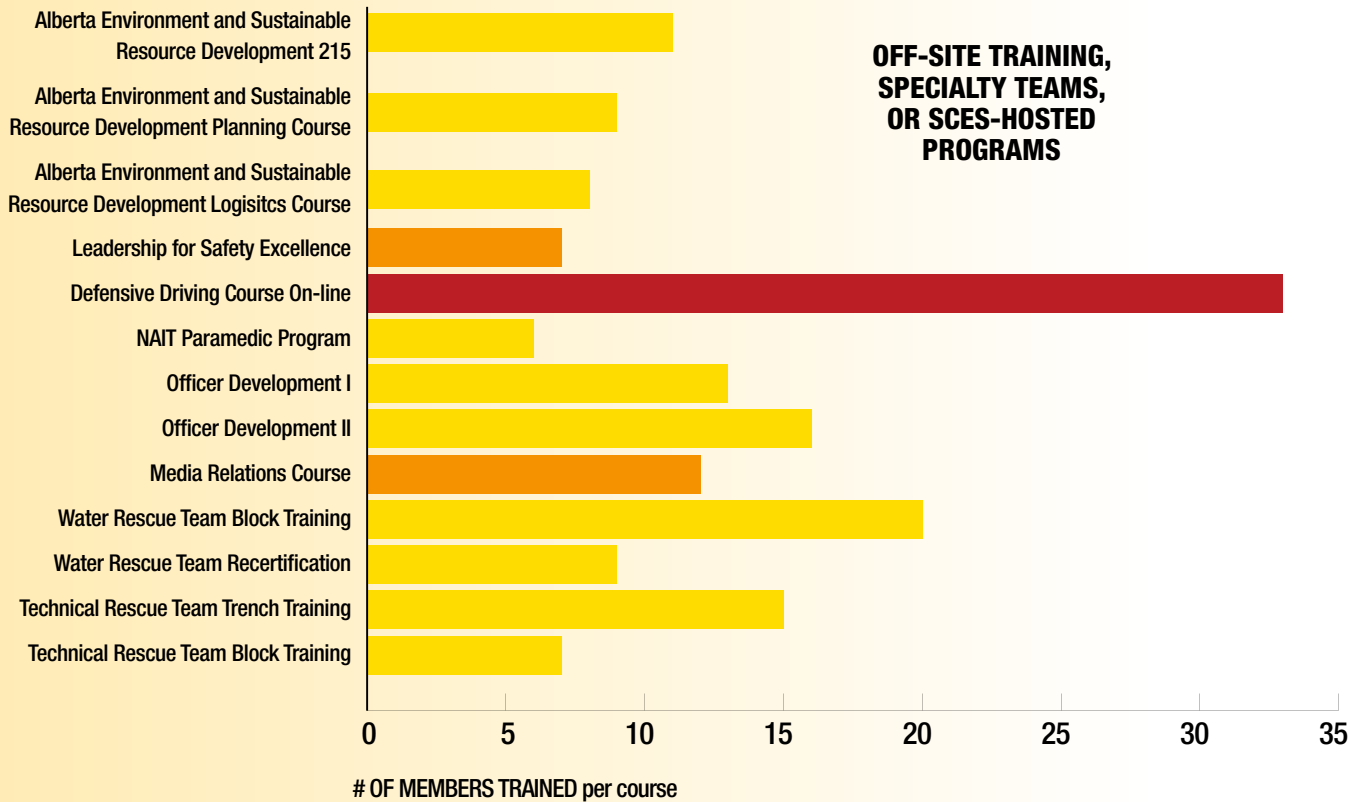
Number of scheduled hours: 21,087*

*This does not include the "Advanced Education" classes





2014 Full-Time Member Training





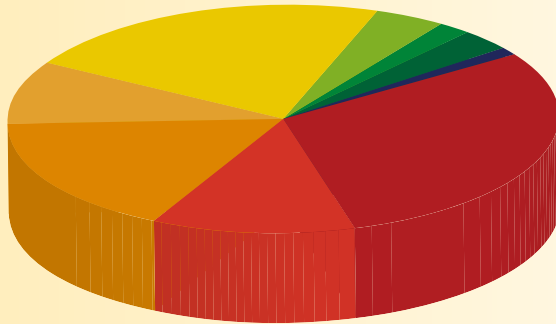
2014 Financial Results

Big Picture Data

For every municipal tax dollar collected, \$0.17 was spent on fire, rescue and ambulance services.

2014 Actual Expenditures

Where the municipal tax dollar went



Roads	\$0.30
Recreation, Parks and Culture	\$0.22
Fire and ambulance.....	\$0.17
Transit	\$0.12
Police.....	\$0.09
Planning and Development	\$0.04
Agriculture	\$0.03
Family and Community Services	\$0.02
Economic Development & Tourism	\$0.01

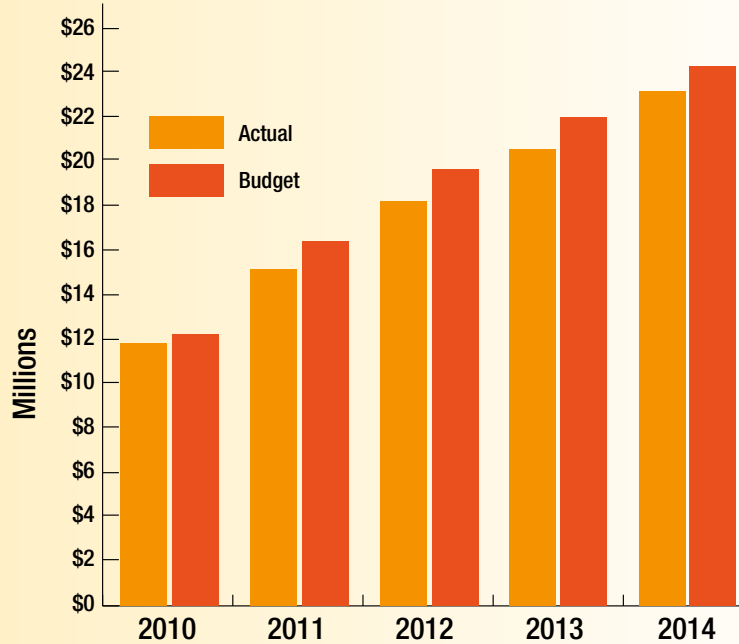
Financial results

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 2014, Council approved a total expenditure budget for SCES of \$31.8 million, an 8.9 per cent increase over 2013 funding. The increase in net expenditures was primarily associated with increased staff resources for Operations, community safety initiatives, and support services. 2014 budgeted revenues were \$7.7 million, an increase of 4.28 per cent from 2013 associated with user fees for ambulance and fire dispatch services.

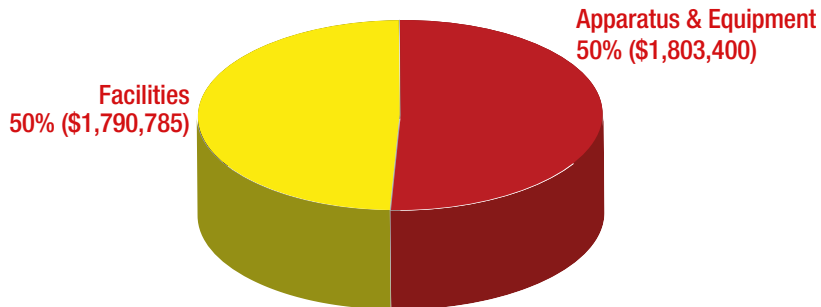
In 2014 SCES' actual operating expenditures were \$31.7 million, which was 0.4 per cent less than the approved budget. This favorable variance primarily resulted from benefits (standard cost assumptions) and lower than anticipated training costs (in-house, on-shift delivery and deferrals associated with leave management). The 2014 actual revenues were \$8.9 million (15 per cent higher than budget), which was generated by a slight increase in the ambulance contract rate, EMS direct bill volumes, the Forest Resource Improvement Association of Alberta (FRIAA) grant, and the new Provincial Service Answering Point (PSAP) grant.

Net Operating Budget versus Actual (2010 to 2014)



Capital Budget

In 2014, SCES' approved capital budget was \$370,700, plus \$1.43 million in fleet additions and replacements and \$1.79 million for facility renovations at Station 1 and a station planning study. To meet the growing demands of the community and to improve response capabilities, 50 per cent of the approved capital was dedicated to fleet and equipment additions and replacements.





Honouring our Fallen

The fire service has traditionally honoured members lost in the line-of-duty or as a result of direct occupational illness. Thirteen 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)

The Strathcona Fallen FireFighters Memorial Foundation (SFFFM Foundation) is a non-profit organization designed to provide benevolent funds for the children of fire, police and emergency medical personnel who perish in the line-of-duty or as a direct result of job-related illness. In the event of the loss of any of these personnel in Strathcona County or surrounding municipalities, the SFFFM Foundation would provide funds in-trust for children impacted by the loss for the purposes of post-secondary education.



April 25, 2014 at Station 6's official opening
Pictured left to right: Jacquie Fenske, MLA Fort Saskatchewan-Vegreville; Cathy Olesen, MLA Sherwood Park; Fire Chief Iain Bushell; Mayor Roxanne Carr; Honourable Dave Quest, Associate Minister of Seniors

Strathcona County Emergency Services

ANNUAL REPORT 2014 APPENDIX

APPENDIX Goal 1

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	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, 2014, at least 65% 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%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 45% of Strathcona County residents will have developed an effective plan for sheltering-in-place.	29%	There were no measurable outcomes expected.	29%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014 at least 45% of Strathcona County residents will have developed an effective plan for evacuation.	29%	There were no measurable outcomes expected.	32%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 30% 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%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 40% of Strathcona County residents will have performed a household risk assessment.	27%	There were no measurable outcomes expected.	30%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 45% 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%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 25% 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%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 25% of Strathcona County residents will be familiar with emergency plans at their children's schools.	11%	There were no measurable outcomes expected.	17%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 35% of Strathcona County residents will have obtained a copy of the Strathcona County Emergency Preparedness Guide.	8%	There were no measurable outcomes expected.	14%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 75% of Strathcona County residents will be aware of the community notification system.	59%	There were no measurable outcomes expected.	76%	N/A	This survey will be completed in May 2015.*	Not measured

APPENDIX Goal 1

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	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, 2014, at least 85% 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%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 45% of Strathcona County residents will have received training on disaster or emergency preparedness.	35%	There were no measurable outcomes expected.	42%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 30% of Strathcona County residents will have received information or training on disaster preparedness from SCES.	20%	There were no measurable outcomes expected.	19%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 50% 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%	N/A	This survey will be completed in May 2015.*	Not measured
	By Dec 31, 2014, at least 55% of Strathcona County residents will feel that Strathcona County is prepared for a major disaster.	45%	There were no measurable outcomes expected.	55%	N/A	This survey will be completed in May 2015.*	Not measured

*To better align with timelines this survey will be conducted annually in May, in support of Emergency Preparedness Week.

APPENDIX Goal 1

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL	
<p>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.</p>	In 2014, SCES will deploy an IMT within four hours as required for Strathcona County incidents, at least 95% of the time.	Data not available	There were no measurable outcomes expected.	N/A	N/A	There were no major Strathcona County incidents in 2014.	Not met	
	In 2014, 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.	Data not available	There were no measurable outcomes expected.	100%	N/A	There were no activations of an IMT in 2014.	Not met	
	In 2014, at least 90% 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.	Business Continuity Plan exercises have not been conducted.	Business Continuity Plan exercises have not been conducted.	N/A	Not met
	In 2014, Strathcona County will be compliant with 100% of legislated provincial regulations regarding emergency management.	100%	100%	100%	100%	Equal	Met	
	In 2014, Strathcona County staff with Emergency Management roles will indicate at least 90% positive scores for having confidence and competence in their Emergency Management roles.	Data not available	There were no measurable outcomes expected.	95%		Because neither an IMT was deployed nor was the EOC fully activated, there was no opportunity to evaluate competence.	N/A	Not met
	In 2014, Strathcona County staff working or exercising in the permanent EOC will indicate at least 90% satisfaction with the facility.	Data not available	There were no measurable outcomes expected.	N/A		The new EOC was under construction for most of 2014. Exercises are planned for 2015.	N/A	Not met

APPENDIX Goal 1

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



Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
1C By December 31, 2015, 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, 2014 at least 65% of occupancies scheduled for inspection will be prepared for the inspection with pre-completed forms.	26%	26%	19%	17%	Down by 2%	Not met
	By Dec 31, 2014, at least 95% of the pre-inspection materials will be available on-line.	100%	100%	100%	100%	Equal	Met
	By Dec 31, 2014, SCES will achieve at least 95% fire code compliance in all daycares, seniors' centres, schools and assembly occupancies in Strathcona County.	19%	19%	49%	70%	Improved by 21%	Not met

APPENDIX Goal 1

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
By December 31, 2015, SCES will lead significant improvement of the FireSmart program, as evidenced by successful completion of at least 14 out of 19 final objective 1D outcomes.	By Dec 31, 2014, a team consisting of the SCES DC Community Safety/Emergency Communications, an Alberta Environment and Sustainable Resource Development (ESRD) representative, and a Strathcona County biologist will have determined the outcome of the pilot Strathcona County firebreak.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	Firebreaks were constructed in Collingwood Cove and Meadow Court. An on-site review of the work will take place with the stakeholders in 2015.	N/A	Not met
	By Dec. 31, 2014, a team consisting of the SCES DC Community Safety/Emergency Communications, an ESPD representative, and a Strathcona County biologist will have determined the outcome of the pilot Strathcona County prescribed burn area.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	SCES is waiting for the results of the community assessments and will evaluate at that time.	N/A	Not met
	By Dec. 31, 2014, a team consisting of the SCES DC Community Safety/Emergency Communications, an ESRD representative, and a Strathcona County biologist will have determined the outcome of the FireSmart interpretive area.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	An interpretive area was completed at the Strathcona Wilderness Centre in 2012, however an ESRD representative was not consulted. The Strathcona County biologist continues to be involved in this project.	N/A	Not met
	By Dec 31, 2014, at least 80% of rural Strathcona County residents will have heard of FireSmart.	63%	There were no measurable outcomes expected.	There were no measurable outcomes expected.	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 20% of rural Strathcona County residents will have completed a wildfire hazard home and site assessment.	8%	There were no measurable outcomes expected.	There were no measurable outcomes expected.	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 70% 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.	There were no measurable outcomes expected.	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 90% of rural Strathcona County residents will have removed shrubs, trees or fallen branches close to their home.	84%	There were no measurable outcomes expected.	There were no measurable outcomes expected.	84%	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 88% of rural Strathcona County residents will have removed needles, leaves and overhanging branches from roofs and gutters.	82%	There were no measurable outcomes expected.	There were no measurable outcomes expected.	86%	This survey will be completed in October 2015.*	Not measured

*To better align with FireSmart activities, this survey will be conducted annually in October.

APPENDIX

Goal 1

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

Objective	Outcome (Goal)	Base-line	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	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, 2014, at least 84% of rural Strathcona County residents will store firewood well away from their home.	76%	There were no measurable outcomes expected.	77%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 75% 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%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 73% of rural Strathcona County residents will remove debris or needle build up under balconies and porches.	67%	There were no measurable outcomes expected.	72%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 68% 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%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 68% 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%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 62% 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%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 60% of rural Strathcona County residents will have landscaped with fire resistant materials and vegetation.	56%	There were no measurable outcomes expected.	49%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 58% 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%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 44% of rural Strathcona County residents will have screened or enclosed the undersides of decks and porches.	40%	There were no measurable outcomes expected.	38%	N/A	This survey will be completed in October 2015.*	Not measured
	By Dec 31, 2014, at least 40% of rural Strathcona County residents will have installed fire resistant siding on their homes.	36%	There were no measurable outcomes expected.	35%	N/A	This survey will be completed in October 2015.*	Not measured
1E In 2014, SCES will have non-emergency contact with at least 12% of Strathcona County residents.	In 2014, SCES will have direct, non-emergency contact with at least 12% of Strathcona County residents.	Data not available	13%, 12,337 people	15%, 14,160 people	14%, 13,150 people	Down by 1%	Exceeded by 2%

APPENDIX Goal 2

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



Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
For 2014, 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 2014 will be answered within eight seconds, at least 90% of the time.	69%	74%	81%	80%	Down by 1%	Not met
	911 calls in 2014 will be dispatched within 80 seconds at least 90% of the time.	A cumulative score was not established. A) EMS activation intervals were 92.6%. B) Fire activation intervals not available.	Cumulative branch score for both EMS and fire was 78%.	Cumulative branch score for both EMS and fire was 78%.	Fire activation intervals was 68%. SCES no longer dispatches EMS.	Down by 10%	Not met
	The cumulative division Pro-QA audit score for 2014 will be at least 98%.	Data not available.	The average branch score was 98.6%.	The average branch score was 98.4%.	The average branch score was 98.8%.	Improved by 0.04%	Met

APPENDIX Goal 2

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
For 2014, 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.	For 2014, Strathcona County will have at least 10 per cent lower fire fatality rates (per 100,000) than the 10 year Alberta average.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	100% lower	10% lower	One fire fatality as a result of a car fire.	Met
	For 2014, Strathcona County will have at least 10 per cent lower fire injury rates (per 100,000) than the 10 year Alberta average.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	80% lower	89% lower	Improved by 9%	Met
	For 2014, Strathcona County will have at least 10 per cent lower per-capita residential dollar fire loss compared to the 10 year Alberta average.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	31% lower	44% lower	Improved by 13%	Met
For 2014, Strathcona County will confine 10% more of structure fires to the room of origin than the 2012 baseline.	For 2014, SCES will confine 10% 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.	13%	64%	Improved by 51%	Met
	For 2014, chute times for first responding SCES fire apparatus shall be 90 seconds or less, at least 90% of the time.	19%	28%	34%	33%	Down by 1%	Not met
Measures for objective 2B are based on the Centre for Fire Accreditation International accreditation standards.	For calls within Sherwood Park in 2014, the first due SCES unit capable of firefighting operations shall arrive within a 5 minute 12 second travel time, at least 90% of the time.	Data not available.	22%	77%	71%	Down by 6%	Not met
	For residential fire calls within Sherwood Park in 2014, 12 SCES personnel shall be on scene within 12 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%	79%	Down by 1%	Not met
	For rural Strathcona County fire calls in 2014, the first due SCES unit capable of firefighting operations shall arrive within 13 minute travel time, at least 90% of the time.	Data not available.	60%	72%	81%	Improved by 9%	Not met
For rural Strathcona County fire calls in 2014, 12 SCES personnel shall be on scene within 20 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.	Data collected does not reflect the adjusted number of responders.	65%	53%	Down by 12%	Not met



APPENDIX Goal 2

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
For 2014, at least 80% of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural) of the first 911 call.	In 2014, at least 90% 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%	79%	Down by 19%	Not met
	In 2014, chute times for rescue apparatus shall be 90 seconds or less at least 90% of the time.	Data not available.	57%	37%	30%	Down by 7%	Not met
Measures in objective 2C are based on the Centre for Fire Accreditation International accreditation standards.	In 2014, SCES traffic controls will be initiated within two minutes of first rescue unit arrival at least 90% of the time.	Data not available.	There were no measurable outcomes expected.	Logging traffic control activation was not consistent.	85%	N/A	Not met
	In 2014, the first due SCES rescue unit for Sherwood Park responses shall arrive within a five minute 12 second travel time at least 90% of the time.	Data not available.	43%	80%	79%	Down by 1%	Not met
	In 2014, the first due SCES rescue unit for rural responses shall arrive within a 13 minute travel time, at least 90% of the time.	Data not available.	69%	80%	83%	Improved by 3%	Not met
	In 2014, for rescue calls within Sherwood Park, at least four SCES personnel shall be on scene within 12 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%	95%	Improved by 4%	Exceeded by 15%
	For 2014, for rural rescue calls within Strathcona County, at least four personnel shall be on scene within 15 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%	90%	Improved by 12%	Exceeded by 10%

APPENDIX Goal 2

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



HONOUR TO SERVE
LEADERSHIP
TRANSPARENCY | INTEGRITY | TEAMWORK

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
<p>For 2014, 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><i>Measures in objective 2D are based on the Centre for Fire Accreditation International accreditation standards.</i></p>	In 2014, chute times for first responding SCES EMS apparatus will be 90 seconds or less, at least 90% of the time.	Data not available.	88%	83%	76%	Down by 7%	Not met
	In 2014, the first due SCES ambulance for Sherwood Park responses shall arrive within a five minute 12 second travel time at least 90% of the time.	Data not available.	41%	35%*	56%	Improved by 21%	Not met
	In 2014, the first due SCES ambulance for rural responses shall arrive within a 13 minute travel time, at least 90% of the time.	Data not available.	63%	52%*	66%	Improved by 14%	Not met
	In 2014, for EMS calls within Sherwood Park, at least three SCES personnel shall be on scene within seven minutes, 30 seconds of the initial 911 call, at least 80% of the time.	Data not available.	87%	81%*	We can no longer consistently measure this data	N/A	Not met
	In 2014, for rural EMS calls in Strathcona County, three SCES personnel shall be on scene within at least 12 minutes of the initial 911 call, at least 80% of the time.	Data not available.	63%	49%*	We can no longer consistently measure this data	N/A	Not met
	In 2014, at least 97% of Medical First Responses in the previous 12 months will be at an Advanced Life Support (ALS) level.	Data not available.	99%	95%	92%	Down by 3%	Not met
	In 2014, at least 99% of SCES ambulance responses in the previous 12 months will be at an ALS level.	Data not available.	99.7%	100%	100%	Equal	Met
	In 2014, at least 90% 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	42% improved and 57% remained unchanged	Decrease by 9% of improved, and increase of 9% for remaining stable	Met
	In 2014, 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%	100%	Equal	Met

*Data used for these outcomes was pulled from Jan. to July 24, 2013 (EMS dispatch transition took place on July 25, 2013), 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	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	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><i>Measures in objective 2D are based on the Centre for Fire Accreditation International accreditation standards.</i></p>	In 2014, at least 97% 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%	Documentation inconsistencies prevent recording accurate statistics.	N/A	Not met
	In 2014, at least 90% 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.	Data not being recorded properly.	Data not being recorded properly.	N/A	Not met
	In 2014, medication errors by SCES will occur on less than 0.1% of patients.	Data not available.	No reports from AHS of medication errors.	1 error	No reports from AHS of medication errors.	No reports from AHS of medication errors.	Improved
	In 2014, 90% 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.	Data not being recorded properly.	Inconsistencies in the way IV attempts have been recorded in ePCR make accurate data collection impossible.	N/A	Not met
	In 2014, at least 25% 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.	41% of patients improved.	Down by 5%	Met

2D

*Data based on ePCRs until December 11, 2014. A change over to the AHS Siren program took place at this time.
** An incorrect figure was published in the 2013 Annual Report. This information has not been recorded properly.

APPENDIX Goal 3

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	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 90% of staff understand the vision, mission and objectives of SCES.	83%	96%	91%	90%	Down by 1%	Met
	At least 90% of staff understand how their work contributes to achieving the vision, mission and objectives of SCES.	80%	95%	90%	86%	Down by 4%	Short by 4%
	At least 90% of staff believe they are an important part of SCES.	79%	84%	77%	80%	Improved by 3%	Short by 10%
	At least 92% of staff are committed to SCES' vision, mission, and objectives.	86%	94%	92%	89%	Down by 3%	Short by 3%
	At least 98% of staff are committed to SCES.	95%	92%	95%	94%	Down by 1%	Short by 4%
	At least 80% of staff agree that SCES is committed to them.	68%	75%	69%	55%	Down by 14%	Short by 25%
	At least 97% of staff are proud to work for SCES.	93%	98%	95%	95%	Equal	Short by 2%
	At least 86% of staff agree the Fire Chief's decisions and directions are communicated to them effectively.	72%	92%	70%	62%	Down by 8%	Short by 24%
	At least 82% of staff understand the rationale for the Fire Chief's decisions and directions.	68%	87%	61%	48%	Down by 13%	Short by 34%
	At least 70% of staff agree the SCES Management Team's decisions and directions are communicated to them effectively.	55%	67%	51%	49%	Down by 2%	Short by 21%
	At least 65% of staff understand the rationale for the SCES Management Team's decisions.	52%	62%	44%	36%	Down by 8%	Short by 29%
	At least 85% of staff agree their supervisor's decisions and directions are communicated to them effectively.	72%	67%	66%	73%	Improved by 7%	Short by 12%
	At least 80% of staff understand the rationale for their supervisors decisions and directions.	66%	64%	61%	66%	Improved by 5%	Short by 14%
	At least 90% of staff are able to make the decisions necessary to do their job effectively.	86%	84%	80%	81%	Improved by 1%	Short by 9%
	At least 85% of staff feel that those impacted by their decisions are effectively informed of their rationale.	78%	84%	82%	78%	Down by 4%	Short by 7%
	At least 70% of staff are sufficiently consulted by management.	43%	50%	37%	41%	Improved by 4%	Short by 29%
At least 65% of staff are effectively informed of external news which impacts SCES.	38%	82%	62%	57%	Down by 5%	Short by 8%	
At least 75% of staff are effectively informed of SCES news and initiatives.	50%	84%	77%	66%	Down by 11%	Short by 9%	
At least 60% of staff are effectively updated on ongoing SCES projects or programs and their results.	29%	73%	51%	45%	Down by 6%	Short by 15%	
At least 70% of staff are effectively informed about SCES' performance with regard to achieving key performance indicators and strategic goals.	42%	80%	54%	48%	Down by 6%	Short by 22%	

APPENDIX Goal 3

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	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 80% of staff are effectively informed on updates or changes to SCES policies and procedures.	52%	76%	68%	70%	Improved by 2%	Short by 10%
	At least 70% of staff are effectively informed about changes to equipment used to perform their job.	45%	60%	59%	62%	Improved by 3%	Short by 8%
	At least 80% of staff agree SCES policies are easy to locate.	54%	64%	60%	66%	Improved by 6%	Short by 14%
	At least 80% of staff agree SCES policies are easy to follow.	58%	75%	77%	61%	Down by 16%	Short by 19%
	Less than 10% of staff feel some policies and procedures impede their ability to do their job.	30%	31%	23%	39%	Down by 16%	Short by 29%
	Less than 25% of staff feel SCES requires some new policies and procedures to help them do their job.	58%	54%	46%	49%	Down by 3%	Short by 24%
	At least 70% of staff are effectively informed of SCES success stories and "kudos".	37%	94%	80%	80%	Equal	Exceeded by 10%
	At least 70% of staff are effectively informed of news about SCES staff.	35%	90%	71%	80%	Improved by 9%	Exceeded by 10%
	At least 60% of staff agree SCES does a good job of recognizing individual staff successes or exemplary service.	28%	79%	62%	64%	Improved by 2%	Exceeded by 4%
	At least 60% of staff agree SCES does a good job of recognizing team successes or exemplary service.	34.2 %.	80%	65%	68%	Improved by 3%	Exceeded by 8%
3C At least 60% of staff agree SCES does a good job of sharing internal best practices.	At least 60% of staff agree SCES does a good job of sharing internal best practices.	34%	68%	44%	47%	Improved by 3%	Short by 13%
	At least 70% of staff agree SCES does a good job of recognizing them for their work.	40%	65%	50%	48%	Down by 2%	Short by 22%
	At least 60% of staff agree the decisions and directions of other SCES branches are communicated to them effectively.	28%	41%	27%	32%	Improved by 5%	Short by 28%
	At least 60% of staff understand the rationale of other divisions' decisions and directions.	28%	32%	27%	25%	Down by 2%	Short by 35%
	At least 50% of staff agree SCES divisions share information effectively.	9%	26%	21%	23%	Improved by 2%	Short by 27%
	At least 90% of staff agree information from other SCES divisions is important to their work.	79%	76%	73%	79%	Improved by 6%	Short by 11%
	At least 70% of staff take advantage of the resources, knowledge and skills of staff from other SCES divisions.	53%	60%	66%	61%	Down by 5%	Short by 9%
	At least 45% of staff frequently communicate to members of other SCES divisions about their work or projects.	27%	32%	38%	40%	Improved by 2%	Short by 5%
	At least 40% of staff agree members of other SCES divisions frequently communicate to them about their work on projects.	12%	17%	20%	23%	Improved by 3%	Short by 17%
	At least 55% of staff agree communication between SCES divisions strongly supports joint projects by SCES divisions.	25%	36%	32%	38%	Improved by 6%	Short by 17%
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.							

APPENDIX Goal 4

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 – May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	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 85% of the SCES staff hired in 2014 will indicate positive satisfaction with the information they received about SCES during the recruiting process.	89%	There were no measurable outcomes expected.	73%	77%	Improved by 4%	Short by 8%
	At least 85% of the SCES staff hired in 2014 will indicate positive satisfaction with how SCES informed and supported them during the recruitment process.	85%	There were no measurable outcomes expected.	64%	77%	Improved by 13%	Short by 8%
	At least 90% of the SCES positions filled in 2014 will have been filled within 60 days of the posting being closed.	N/A	There were no measurable outcomes expected.	69%	78%	Improved by 9%	Short by 12%
	By Dec. 31, 2014, the SCES vacancy rate for full-time positions will be less than 2.5%.	N/A	There were no measurable outcomes expected.	A more accurate way to measure this is being developed.	2.08%	Vacancy rate is less than 2.5%	Met
	By Dec. 31, 2014, the cost of hire will be reduced for at least 80% of SCES positions hired in 2014 compared to peer hires in 2013.*	N/A	There were no measurable outcomes expected.	\$16,463 per firefighter. Due to the diversity of roles in the department, other baselines were not established.	This outcome has been eliminated.*	N/A	N/A

*This outcome has been eliminated because there are too many external factors that SCES cannot influence which impact the total cost of hire.

APPENDIX Goal 4

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



Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
By December 31, 2015, SCES will demonstrate a successful on-boarding program by achieving at least four out of five final objective 4B outcomes.	At least 85 per cent of the SCES staff hired in 2014 will indicate positive satisfaction with the on-boarding to their position.	Data not available.	84%	57%	83%	Improved by 26%	Short by 2%
	At least 85 per cent of the SCES staff hired in 2014 will indicate positive satisfaction with their assigned coach.	Data not available.	83%	52%	75%	Improved by 23%	Short by 10%
	At least 85 per cent of selected SCES assigned coaches will indicate positive satisfaction with the on-boarding program.	There were no measurable outcomes expected.			75%	N/A	Not met
	By Dec. 31, 2104, at least 95 per cent of full-time staff hired in 2013 will still be with SCES.	There were no measurable outcomes expected.			100%	N/A	Met
	By Dec. 31, 2014, at least 85 per cent of part-time staff hired in 2013 will still be with SCES.	There were no measurable outcomes expected.			50%	N/A	Not met

APPENDIX Goal 4

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



HONORABLE TO SERVE
TRANSFORMING THROUGH LEAD

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
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, 2014, at least 95% of full-time operations staff will indicate that they understand their job description.	N/A	There were no measurable outcomes expected.	A corporate performance management project will start in mid-2014 which will include a comprehensive review of job descriptions, career planning and expectations.*	The corporate performance management program which was expected to start in 2014 has been pushed to a 2015 start date.*	N/A	Not measured
	By Dec. 31, 2014, at least 95% of full-time operations staff will agree that their job description is accurate.	N/A	There were no measurable outcomes expected.	See above*	See above*	N/A	Not measured
	By Dec. 31, 2014, at least 95% of emergency communications staff will indicate that they understand their job description.	N/A	There were no measurable outcomes expected.	See above*	See above*	N/A	Not measured
	By Dec. 31, 2014, at least 95% of emergency communications staff will agree that their job description is accurate.	N/A	There were no measurable outcomes expected.	See above*	See above*	N/A	Not measured
	By Dec. 31, 2014, at least 95% of part-time firefighters will indicate that they understand their job description.	N/A	There were no measurable outcomes expected.	See above*	See above*	N/A	Not measured
	By Dec. 31, 2014, 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*	See above**	N/A	Not measured
	By Dec. 31, 2014, at least 90% of classified staff will indicate that they understand job description.	N/A	There were no measurable outcomes expected.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	100%	Exceeded by 10%
	By Dec. 31, 2014, at least 90% of classified staff will agree that their job description is accurate.	N/A	There were no measurable outcomes expected.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	50%	Short by 40%
	By Dec. 31, 2014, 100% of the management team will indicate that they understand their job description.	N/A	There were no measurable outcomes expected.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	100%	Met
	By Dec. 31, 2014, 100% of the management team will agree that their job description is accurate.	N/A	There were no measurable outcomes expected.	There were no measurable outcomes expected.	There were no measurable outcomes expected.	50%	Short by 50%

APPENDIX Goal 4

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
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, 2014, at least 90% of SCES staff will have a documented performance review completed in 2014.	N/A	There were no measurable outcomes expected.	76% (IAFF members only)	76% (IAFF members only)	Equal	Not met
	By Dec. 31, 2014, 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.	Data has not been collected for this.	N/A	Not met
	By Dec. 31, 2014, at least 90% of unionized SCES staff will indicate they understand their current EDP requirements.	N/A	There were no measurable outcomes expected.	There were no measurable outcomes expected.	47%	N/A	Short by 43%
	By Dec. 31, 2014, at least 75% of SCES officers and supervisors will have completed the 360-degree review in 2014.*	N/A	There were no measurable outcomes expected.	There were no measurable outcomes expected.	SCES does not have the resources required to conduct this number of 360-degree reviews, and therefore, this outcome has been eliminated.	N/A	N/A
	By Dec. 31, 2014, at least 75% of SCES officers and supervisors will have completed an individual action plan based upon their 360-degree review within 30 days of their review.*	N/A	There were no measurable outcomes expected.	There were no measurable outcomes expected.	SCES does not have the resources required to conduct this number of 360-degree reviews, and therefore, this outcome has been eliminated.	N/A	N/A

APPENDIX Goal 4

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

Objective	Outcome (Goal)	Baseline	YEAR 1 (June 2012 - May 2013)	YEAR 2 (2013)	YEAR 3 (2014)	COMPARISON YEAR 2 TO YEAR 3	COMPARISON TO GOAL
By December 31, 2015, at least 80% of SCES staff will meet their individual annual competency tracking targets for the previous 12 months.	By Dec. 31, 2014, at least 90% of SCES staff will be orientated and signed into the skills tracking system.	N/A	There are no measurable outcomes expected.	There are no measurable outcomes expected.	This has not been captured accurately.	N/A	Not met
	By Dec. 31, 2014, at least 80% of SCES staff will have completed their competency tracking targets for the previous 12 months.	N/A	There are no measurable outcomes expected.	There are no measurable outcomes expected.	A list of core competencies for all Operations staff will be developed and tracked in the future. Core competencies have only been identified for new Operations staff.	N/A	Not met
	By Dec. 31, 2014, at least 80% of SCES staff will indicate that the skills maintenance program improves their safety and competence.	N/A	There are no measurable outcomes expected.	There are no measurable outcomes expected.	A skills maintenance program will be developed in 2015.	N/A	Not met

ANNUAL REPORT 2014

GLOSSARY of acronyms

AHS	Alberta Health Services
CISM.....	Critical Incident Stress Management
ECC	Emergency Communications Centre
EMS.....	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Centre
ESRD	Alberta Environment and Sustainable Resource Development
FEMA	Federal Emergency Management Agency
FRIAA.....	Forest Resource Improvement Association of Alberta
IAFF	International Association of Fire Fighters
ICS.....	Incident Command System
IMT	Incident Management Team
FPI.....	Fire Prevention and Investigation
NFPA.....	National Fire Protection Association
MFR.....	Medical First Response
MVC.....	Motor Vehicle Collision
OHST	Occupational Health, Safety and Training
Pro-QA.....	Pro-Quality Assurance
PSAP	Provincial Service Answering Point
SC Alerts	Strathcona County Alerts
SCES.....	Strathcona County Emergency Services
SOP	Standard Operating Procedure
TAS.....	Transportation and Agriculture Services

TITLES

AC	Assistant Chief
APC	Assistant Platoon Chief
Capt.....	Captain
DC	Deputy Chief
Div Chief	Division Chief
ECO	Emergency Communications Operator
FF.....	Firefighter
Lt.....	Lieutenant
PC	Platoon Chief
QO.....	Qualified Officer

Strathcona County Station 6





FIRE EXIT
No Parking
within 3 ft.



**STRATHCONA
COUNTY**

For further information:

www.strathcona.ca/sces

Phone: 780-467-5216

Email: emergencyservices@strathcona.ca