

# Department business plan update

Strathcona County Emergency Services

# Department mission

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



# Department overview

- SCES is an integrated fire, rescue and EMS department operating in an urban and rural environment.
- We are a community-focused, proactive department that works closely with our public, industry and strategic partners to help facilitate public safety, respond to emergencies and get the best possible patient safety and customer service outcomes.
- Number of Staff
  - SCES operates four full-time stations, two part-time stations, and employs 207.6 permanent and approximately 45 hourly employees (2021).
  - The department is led by a Fire Chief and four Deputy Chiefs.
- 2021 Budget
  - Net operating: \$29.3 million
  - Capital: Annual Equipment Replacement \$420k

# Core business functions

- 1 Community Communications and Relations
- 2 Prevention
- 3 Industry Engagement
- 4 Emergency Management and Business Continuity
- 5 Emergency Communications
- 6 Emergency Response



# Core function highlights

## 1 Community Communications and Relations

- Community prevention and preparedness education
  - NE Strathcona proactive fire prevention patrols
  - Delivery of education material through virtual format
- Community outreach
  - Santa convoy
  - Parks visits
  - Ladder truck spray park



# Core function highlights

## 2 Prevention

- Fire prevention.
- Fire code enforcement
- Fire investigation



### Core Function

Council approval of Bylaws:

- 5-2021 Fire Services Bylaw
- 4-2021 Outdoor Fire Bylaw

Inspections

- Transition to a risk based inspection program
- Completed 1099 inspections

Contractor portal developed for fire protection system contractors

Post-fire education

2020 Data

# Core function highlights

## 3 Industry Engagement

- Industrial safety practices collaboration
- Mutual aid partnership

### PROCESS SAFETY MANAGEMENT (PSM) DIVISION



Left – PSM professionals from across Canada sharing their latest practices and developments in PSM during the 2020 winter division meeting at Strathcona County, Alberta.  
Right – PSM foundational pillars

#### Core Function

Industrial engagement program:

- Heavy industrial annual inspections completed, 40
- Industrial inspections, 197
- Industrial response worksheets completed, 13

Process safety management dialogue

Maintaining our mutual aid agreements

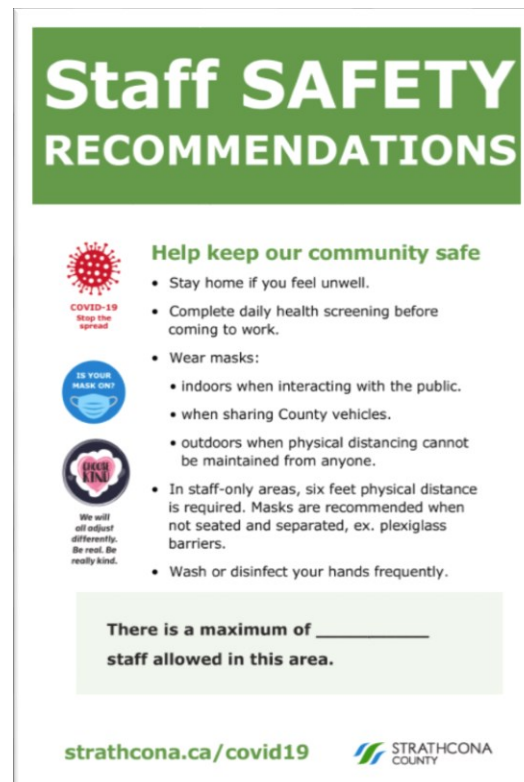
2020 Data



# Core function highlights

## 4 Emergency Management and Business Continuity

- Emergency management
- Business continuity



Core Function
Strathcona County Emergency Management Agency
<ul style="list-style-type: none"> <li>• Pandemic Response Plan <ul style="list-style-type: none"> <li>➤ 17 month activation, including 4 months at Level 3</li> </ul> </li> <li>• Extreme temperature plan activation</li> </ul>
Municipal Emergency Plan update
Regional Incident Management Team
Participation in industrial exercises

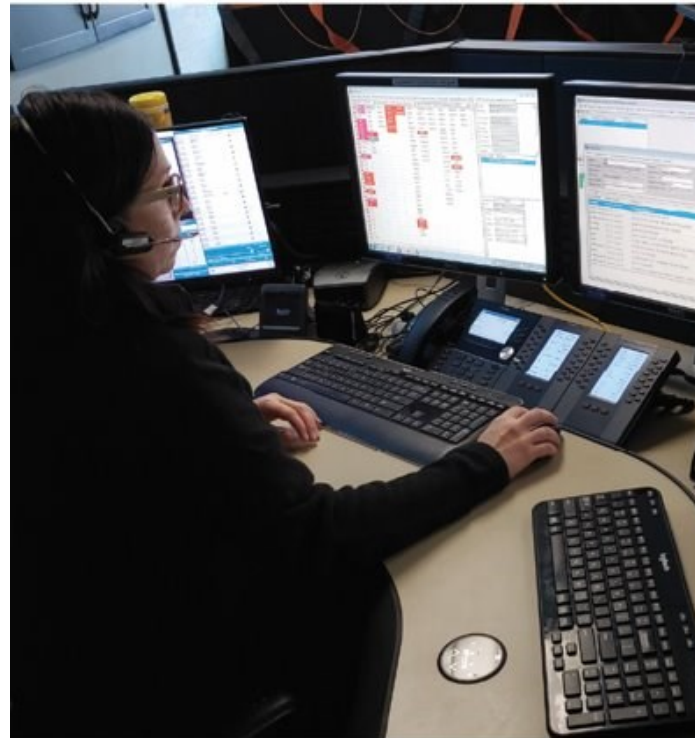
2020 Data



# Core function highlights

## 5 Emergency Communications

- 9-1-1
- Fire dispatch



EMERGENCY COMMUNICATIONS  
**Key Performance Indicator**

9-1-1 calls answered

GOAL  
**15 seconds**  
or less  
**95%**  
of the time

2020 results

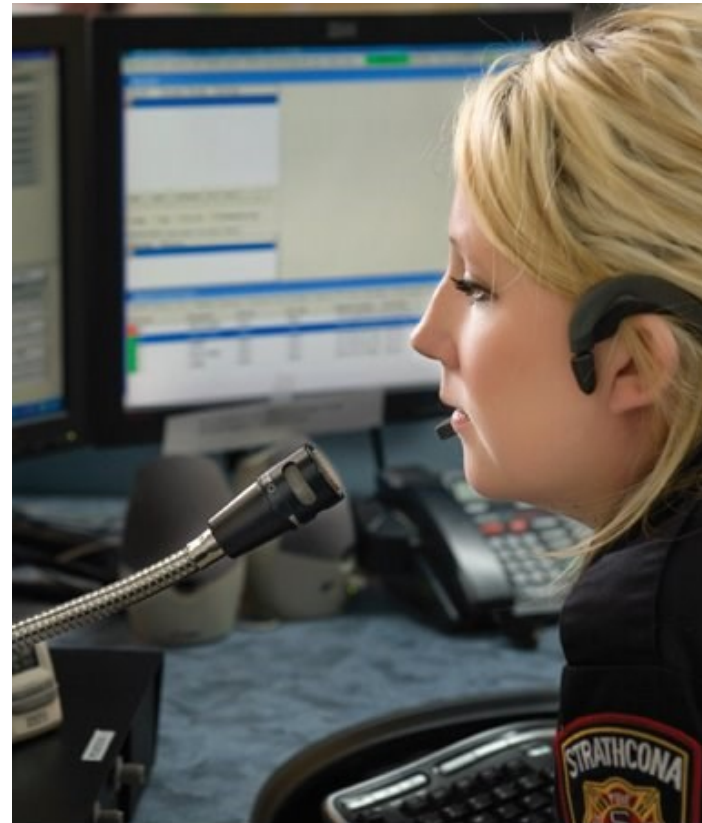
**97%**  
of the time  
**1%**  
2019  
**5.9 seconds**  
average in 2020  
**6.2**  
seconds  
2019

More info: Visit the Insider. Look under programs & priorities

# Core function highlights

## 5 Emergency Communications

- 9-1-1
- Fire dispatch



EMERGENCY COMMUNICATIONS  
**Key Performance Indicator**

9-1-1 call transfers to other downstream agencies

GOAL

**60 seconds**

or less

**95%**  
of the time

2020 results

**96%** 2%  
2019

More info: Visit the Insider. Look under programs & priorities

# Core function highlights

## 6 Emergency Response

- Fire
- Rescue
- Emergency Medical Services



EMERGENCY RESPONSE  
**Key Performance Indicator**

First unit **capable of incident mitigation** shall arrive on scene after the initial 9-1-1 call

GOAL

**8 min**  
in ShPk

**17 min**  
in rural Strathcona

**90%**  
of the time

2020 results

**60%** **5%**  
in ShPk 2019

**66%** **4%**  
in rural Strathcona 2019

More info: Visit the Insider. Look under programs & priorities



# Core function highlights

## 6 Emergency Response

- Fire
- Rescue
- Emergency Medical Services



EMERGENCY RESPONSE  
Key Performance Indicator

Effective mitigation force shall arrive on scene after the initial 9-1-1 call

GOAL  
**12 min**  
in ShPk  
**20 min**  
in rural Strathcona  
**80%**  
of the time

2020 results  
**65%**  
in ShPk **7%** 2019  
**49%**  
in rural Strathcona **1%** 2019

More info: Visit the Insider. Look under programs & priorities



# Successes and challenges

## **Successes:**

- 2020 Patient Care Survey – results 96% overall satisfaction rate
- ISO:9001 audit – continuing certification
- PSAP audit – first official site audit
- LAEMR – annual review completed in 2021
- Contractor portal for fire system contractors – contractor training completed, system in use
- SCES worked in partnership with RCMP to complete arson investigations

## **Challenges:**

- EMS systemic issues have escalated steadily over the first 6 months of the year
- Ensuring staffing levels are appropriate to meet service levels

# Successes and challenges



EMERGENCY RESPONSE  
**Key Performance Indicator**

Patient satisfaction for Emergency Medical Services.

GOAL

**90%**  
overall satisfaction

**90%**  
perception of safety

2020 results

**96%**  
overall satisfaction  $\uparrow$  2019

**93%**  
perception of safety  $\downarrow$  2% 2019

More info: Visit the Insider. Look under programs & priorities

# COVID impacts

- Staff impacts
  - Administrative staff working from home
  - Community Safety Educators supporting corporate COVID response
  - Major emphasis on communications to address rapidly changing protocols for EMS staff
  - Enhanced safety protocols required in Operations responding to incidents
  - Heightened stress levels due to continual exposure risk in a prolonged COVID environment
- Service impacts
  - Issuing fire permits on-line and via phone

# Employee engagement

Engagement survey theme	Engagement initiative	People Plan focus area
Engagement	Department restructure to focus on front line support	Clear purpose, Accountability
Leadership	Supporting leadership at all levels (officers/people leaders)	Leadership, Clear purpose, Clarity & Consistency
Service Excellence	New CAD/RMS	Tools and training
	New ways to engage with the public	Positivity, Team
Satisfaction	Update of critical SOPs	Clear purpose, Clarity & Consistency
Values	WFI program / Peer Fitness Trainers	Safety, Tools & Training
Work Environment	Develop pre-plans and industrial response worksheets	Safety, Clear purpose, Clarity & Consistency
	COVID micro-site for SCES	Safety, Clarity & Consistency
	Focus on EMS system	Integrity, Respect, Fairness



# Master Plan and Standards of Cover - Status

## Overall initiative status



Initiative status	Current status	Previous status
Time	G	G
Scope	G	G
Budget	G	G

## Alignment to strategic goals

- Goal 8: Foster an environment for safe communities
- Result: Law enforcement, emergency and social services respond to community risk

## Key deliverables

- Development of a 10–12-year Master Plan and Standards of Cover (SOC) which will serve as tools to support high-level and risk-based decision-making for the community.
- The Master Plan will provide a strategic framework for the delivery of emergency services and align with the County's vision and strategic direction.
- The SOC will be an integrated risk management plan and companion document to the Master Plan.
- The objectives of the Master Plan and Standards of Cover are to:
  - Support level of service decision-making in relation to community growth, risk profiles and unique hazards;
  - Anticipate evolving public safety and service needs; and
  - Determine appropriate service levels.

## Opportunities/Challenges

- Aggressive timeline competing with COVID-19 pandemic and post-pandemic challenges that continue to arise.
- A comprehensive consultative process involving both internal and external stakeholders involving collaborative meetings, information gathering, and interviews.

## Risks

Competing priorities

Ensuring data from cross jurisdictional scan is comparable

## Mitigation

Continued focus on strategic and long term value of project

Validating results by reviewing with internal SMEs

# Initiatives

## Master Plan and Standards of Cover

- Progress
  - Stakeholder feedback substantially complete
  - Cross jurisdictional scan substantially complete
- Next steps
  - Validate results with internal stakeholders
  - Begin solutioning discussions with internal stakeholders
  - Commence community risk assessment
- Administration is targeting Q1 2022 for a progress report to Priorities Committee

# CAD Replacement and Next Generation 911 Transition Project (AUTO 1946) - Status

## Overall initiative status



Initiative status	Current status	Previous status
Time	Y	G
Scope	G	G
Budget	G	G

Alignment to strategic goals
<ul style="list-style-type: none"><li>Goal 8: Foster an environment for safe communities</li><li>Result: Law enforcement, emergency and social services respond to community risk</li></ul>

Key deliverables
<ul style="list-style-type: none"><li>Migration from antiquated enhanced 9-1-1 analog services to Next Generation 9-1-1 digital services to meet CRTC mandated timelines.</li><li>Implementation of new Call Handling, Dispatch, Mobile Dispatch, and Records Management System.</li><li>Integrations with Alberta Health Service for CAD-To-CAD interoperability</li><li>Integration with MobileEyes Inspection system</li><li>Integration with APX Pre-Plan system</li><li>Installation of highly available infrastructure environment to support business needs</li><li>Integration with existing services (i.e. Station Alerting, Active 911, ProQA, etc.)</li></ul>

Opportunities/Challenges
<ul style="list-style-type: none"><li>Replaced Project Manager. Recruiting for Project Coordinator.</li><li>Timeline is very aggressive.</li><li>Base infrastructure and applications are installed. Configuration and data load activities are commencing.</li><li>Working through Service Level Agreements and operational support processes.</li><li>Actual project is significantly more complex and expensive than originally envisioned through 2019 MYPE Business Case.</li><li>Application and infrastructure services are more complex and expensive than estimated.</li></ul>

Risks	Mitigation
SQL Server performance with both OnCall Dispatch and GIS environments on same database.	Separate GIS SQL Database to new server and database. Will incur significant cost to procure and license components.
Timeline can't be met.	Extensive effort in managing project schedule. Defer non-critical activities to post go-live.
Operational support requires more effort than planned.	Working through SLA and resourcing needs to ensure operational support is well represented.

# Initiatives

## **CAD Replacement and NG 9-1-1 Transition Project**

- Progress
  - Base infrastructure and applications are installed
- Next steps
  - Configuration and data load activities are underway
- Timeline is aggressive and highly dependent on external factors such as Telus' ability to put in place supporting provincial infrastructure and timelines for onboarding each centre



# Questions?

