

## Recommendation and Actions Taken

RECOMMENDATION	ACTIONS TAKEN
<b><i>A. Program Efficiency and Effectiveness</i></b>	
<b>A.1 Develop a performance management framework</b>	<ul style="list-style-type: none"> <li>• Before June, Alberta government staff had been preparing a new RFP for the Disaster Recovery Program Contracted Service Provider, which would have included a new performance management framework.</li> <li>• This work is in progress, but is on hold due to the 2013 June flooding.</li> </ul>
<b>A.2 Implement a technology solution for program management</b>	<ul style="list-style-type: none"> <li>• An I.T. requirement was to be included in the tendering process.</li> <li>• It would have met a number of the recommendations in the report.</li> <li>• This work is in progress, but is on hold due to the 2013 June flooding.</li> </ul>
<b>A.3 Implement an Information Governance Framework and supporting data management processes</b>	<ul style="list-style-type: none"> <li>• An I.T. Governance Framework is in development.</li> <li>• This work is in progress, but is on hold due to the 2013 June flooding.</li> </ul>
<b>A.4 Develop a risk based approach to quality reviews</b>	<ul style="list-style-type: none"> <li>• The Alberta government has always prioritized applications based on unique circumstances. For example, if someone had lost their home, they would be given priority over someone who only lost a few belongings.</li> <li>• The government will address this recommendation by reducing the number of steps for low-risk applications.</li> <li>• This will allow staff to focus on high-risk applications and will expedite the process for all applicants.</li> </ul>

<p><b>A.5 Review, clarify or enhance the program guidelines</b></p>	<ul style="list-style-type: none"> <li>• The Alberta government has updated and clarified the guidelines, and created handbooks that will help individual, small business, nonprofit and agricultural applicants understand the process.</li> </ul>
<p><b>A.6 Develop guidance for determining ‘widespread’</b></p>	<ul style="list-style-type: none"> <li>• The Alberta government has developed a robust decision making matrix to help determine whether a particular disaster is widespread.</li> <li>• This tool will reduce the number of steps and amount of time it takes for a program to be put in place.</li> <li>• For the 2013 floods, the requirement for a municipality to submit an application for an event to be declared widespread and a Disaster Recovery Program to be put in place was removed.</li> <li>• This allowed the province to meet face-to-face with Albertans within days of the flooding. Previously, it would have taken weeks or months.</li> </ul>
<p><b>A.7 Publish Disaster Recovery Program resources online</b></p>	<ul style="list-style-type: none"> <li>• All Disaster Recovery Program materials are now available online, and the government is continuing to find ways to make them more accessible and easier to understand.</li> </ul>
<p><b>A.8 Review and consider changes to the Disaster Recovery Program approval process</b></p>	<ul style="list-style-type: none"> <li>• Due to the extraordinary nature of the flooding in June 2013, the Alberta government eliminated the standard approval process for putting a Disaster Recovery Program in place.</li> <li>• A decision matrix for determining whether a disaster is widespread was also created. In situations where it is clear a particular event is widespread, this tool will allow us to put a Disaster Recovery Program in place more quickly.</li> </ul>
<p><b>A.9 Clarify the role and responsibilities of the Disaster Recovery Committee.</b></p>	<ul style="list-style-type: none"> <li>• The government has streamlined the approval process to make it more responsive, and presented the process to the Disaster Recovery Committee so its members understand their roles as decision makers.</li> </ul>

## ***B. Process Improvements***

<b>B.1 Develop a model to inform new program estimates</b>	<ul style="list-style-type: none"><li>• The Alberta government implemented this recommendation before the report was completed by improving how Disaster Recovery Programs are announced and providing more detail about the estimated amounts of damage.</li><li>• Prior to the June flooding, the government was also exploring possible information technology solutions that could help provide more accurate estimates.</li></ul>
<b>B.2 Registration Centre staff need to have the necessary knowledge to perform their duties</b>	<ul style="list-style-type: none"><li>• The Alberta government made this change in 2011, before the review commenced, by staffing registration centres with Disaster Recovery Program employees instead of only using contracted service provider and municipal representatives.</li><li>• In 2011, Disaster Recovery Program staff assumed responsibility for registration centres, rather than relying on municipal officials.</li><li>• The Disaster Recovery Program now has a training package for registration centre staff, and has built its capacity by using this package to train other Government of Alberta staff.</li><li>• Due to the extraordinary events in June 2013, the government used face-to-face training sessions to prepare contractors and partners who assisted with the unprecedented number of registration centres.</li></ul>
<b>B.3 Develop a triage process for registration centres</b>	<ul style="list-style-type: none"><li>• To a certain extent, this was done previously, but there is currently a more robust process where Disaster Recovery Program staff collect pertinent details from applicants at the registration centres.</li></ul>
<b>B.4 Enhance the screening and evaluation processes to promote improved transparency and consistency in how applications are processed</b>	<ul style="list-style-type: none"><li>• Applicants to the Disaster Recovery Program are now provided with clearer information at the beginning of the process so they understand how it works and what to expect.</li></ul>

<p><b>B.5 Require evidence that competitive tendering processes have been followed for municipal assistance</b></p>	<ul style="list-style-type: none"> <li>• This recommendation is already addressed by the <i>Municipal Government Act</i>, which outlines requirements municipalities must follow when tendering contracts.</li> </ul>
<p><b>B.6 Review Expenditure Officer authority limits</b></p>	<ul style="list-style-type: none"> <li>• Payment authorizations automatically indicate what level of leadership needs to approve the expenditure based on amount of funding.</li> </ul>
<p><b>B.7 Use Electronic Funds Transfers for all municipality payments</b></p>	<ul style="list-style-type: none"> <li>• An electronic system for paying municipalities is now in place.</li> </ul>
<p><b>B.8 Coordinate the mailing of the notification letter and payment to applicants</b></p>	<ul style="list-style-type: none"> <li>• Letters to applicants are now coordinated, as per this recommendation.</li> </ul>
<p><b>B.9 Conduct a formal post program review</b></p>	<ul style="list-style-type: none"> <li>• The government is committed to continuously improving this program – that is why KPMG was commissioned to do this review.</li> <li>• The ministry now does an annual review of Disaster Recovery Program programs every year, usually in the fall. At any given time, there are multiple disaster recovery programs in place across the province, and on average, they take five years to complete.</li> <li>• As well, applicants are now randomly surveyed, allowing the government to gather feedback pertinent to specific programs.</li> </ul>
<p><b><i>C. Contract Improvements</i></b></p>	
<p><b>C.1 Improve contract management practices</b></p>	<ul style="list-style-type: none"> <li>• Improvements have been made since 2010 and further improvements will be implemented with a new service contract.</li> <li>• This work is in progress, but is on hold due to the 2013 June flooding.</li> </ul>
<p><b>C.2 Enhance contract terms and conditions</b></p>	<ul style="list-style-type: none"> <li>• This work is in progress, but is on hold due to the 2013 June flooding.</li> </ul>

<b><i>D. Standards Benchmarking</i></b>	
<b>D.1 Formally analyze the needs and expectations of all key program stakeholders</b>	<ul style="list-style-type: none"> <li>• The government is committed to continuously improving this program to meet the expectations of Albertans.</li> <li>• Formal program reviews are conducted for larger programs and an annual review is done of all programs.</li> <li>• These reviews include random client surveys for programs to identify lessons learned and potential improvements. Based on this process, many improvements have been made to the program since 2010.</li> </ul>
<b>D.2 Improve the assignment and communication of responsibilities and authorities</b>	<ul style="list-style-type: none"> <li>• The next RFP for the contracted service provided will address this recommendation.</li> </ul>
<b>D.3 Develop a competency framework for key roles</b>	<ul style="list-style-type: none"> <li>• This work is in progress, but is on hold due to the 2013 June flooding.</li> </ul>
<b>D.4 Develop a formal Disaster Recovery Program communications strategy</b>	<ul style="list-style-type: none"> <li>• The Disaster Recovery Program uses a consistent approach to communicating new Disaster Recovery Programs that includes print and online materials, advertisements, stakeholder communication, media announcements and social media.</li> <li>• The 2013 Disaster Recovery Program required a unique response because of its unprecedented scope and the resulting changes to how the government provides Disaster Recovery Program assistance to Albertans.</li> </ul>
<b><i>E. Integrate with Provincial Operations</i></b>	
<b>E.1 Better utilize Field Officers</b>	<ul style="list-style-type: none"> <li>• This has been completed and implemented.</li> <li>• AEMA's field officers have been invaluable assets to the 2013 Disaster Recovery Program and will continue to be used for future programs.</li> </ul>
<b>E.2 Utilize Central Operations for planning</b>	<ul style="list-style-type: none"> <li>• AEMA's planning unit is now an integral part of the Disaster Recovery Program effort.</li> </ul>