

## **EVOLVING PERFORMANCE MEASUREMENT AT THE CALGARY FIRE DEPARTMENT**

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### **EXECUTIVE SUMMARY**

The Calgary Fire Department (CFD) is working towards evolving its approach to performance management to emphasize outcome based measures and a risk-based approach to planning. This is in accordance with existing plans for CFD performance measurement and to respond to a recommendation from the CFD Zero-Based Review. A work plan has been completed to do this and progress will be reported by January 2017 to the SPC on Community and Protective Services.

### **ADMINISTRATION RECOMMENDATION(S):**

That the SPC on Community & Protective Services recommend that Council Receives this report and attachments for information.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2015 November 23, Council approved report CPS2015-0800, *Calgary Fire Department Zero-Based Review and Administration's Response*, directing Administration to report back by July 2016 with an interim report on performance measurement. This report was to outline a work plan for the development of a revised performance measurement approach for planning and evaluating fire and emergency response services.

### **BACKGROUND**

A Zero-Based Review (ZBR) of the Calgary Fire Department was delivered to Council on 2015 November 23, resulting in more than 30 Council-approved recommendations to improve the effectiveness and efficiency of CFD's services.

As recommended in the CFD ZBR, a work plan report is being provided to Council for the recommendation to develop an updated approach to performance measurement for planning and evaluating fire services. This will ensure that there is a clear, shared understanding with Council about how the CFD's performance measurement approach impacts service level and resource allocation decisions.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### Current State

CFD primarily uses a set of measures called the Service Levels and Response Time Targets (SLRTT) to measure performance and plan for growth. Performance measurement is a key component of the CFD's strategic and operational planning processes to support a sustainable, effective and efficient fire service. The SLRTT incorporates both output based measures (such as response times) and outcome based measures (such as flame spread). The SLRTT is used to plan station locations to ensure coverage meets established, Council-approved service standards.

#### Future State

The new approach will enhance the existing SLRTT by adding additional outcome based measures, and emphasizing current ones. Putting more focus on measures such as flame spread, fire loss and number of injuries and deaths due to fire, and adding additional outcome

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measures such as first positive action (the first action crews take on scene to respond to an emergency) will expand the SLRTT to be more comprehensive and to align with the principles of Results-Based Accountability. This will allow a more risk-based, flexible and innovative approach for deployment and growth.

### Work Plan

The work plan to update the CFD's approach to performance measurement includes:

1. Preliminary research and literature review
2. Alignment with related business unit projects already underway
3. Engagement and consultation
4. Process refinements, feasibility study, and impact assessment
5. Presentation of the revised approach to performance measurement to Council for approval
6. Adoption of new approach into planning and evaluation processes
7. Evaluation and sustainment

### **Stakeholder Engagement, Research and Communication**

The work plan will include reviewing citizen input, working with other City business units as applicable, reviewing options with industry and fire department peers, and communicating with Council.

### **Strategic Alignment**

The new approach to performance measurement supports Council's Priorities of a "Well-Run City" and "A City of Inspiring Neighbourhoods". It also supports the Leadership Strategic Plan approved by Council on 2014 September 14, as part of the Integrated Performance System, and aligns with The City's move to using Results-Based Accountability.

### **Social, Environmental, Economic (External)**

#### **Social**

There are no social impacts to this report.

#### **Environmental**

There are no environmental impacts to this report.

#### **Economic**

There may be impacts to operating and capital budgets tied to staffing and future station planning once the new performance measurement approach is implemented.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

There are no immediate operating budget implications to this report.

#### **Current and Future Capital Budget:**

There are no immediate capital budget implications to this report.

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### **Risk Assessment**

There are no risks to evolving the CFD's performance measurement approach. If performance measures are not revised to meet ZBR recommendations, CFD will not be compliant with Council-approved recommendations from CFD's ZBR.

### **REASON FOR RECOMMENDATION(S):**

In order to develop a shared understanding with Council about how CFD will use performance measures in future planning, CFD's Work Plan for an Updated Approach to Performance Measurement for Planning and Evaluating Fire Services explains the current use of performance measures, sets out the future state, and explains how the new approach will be developed.

### **ATTACHMENT(S)**

1. CFD Performance Measurement Work Plan
2. CFD ZBR Recommendation 10B