



## PRAMP Evaluation Results

March 20, 2018

### Introduction

This document summarizes PRAMP results from 2017-18 in the following areas:

Part 1 – Technical Monitoring and Reporting

Part 2 – Executive Director and Staff Performance

Part 3 – Board of Directors and Technical Working Group Performance

***An on-line survey was sent to the Board of Directors and 8 of 11 Directors responded to the survey. The attached report provides the survey results and all of the comments included with the survey responses. Staff analysis on certain questions are included in this report. Thanks to all the Directors who were able to respond to the survey.***

### Evaluation Objectives

1. Determine if PRAMP is on track to achieve its goals and objectives.
  - The Goals noted below are taken from the PRAMP Terms of Reference, which was last updated in March 2017. The Board may wish to review the PRAMP Goals and Objectives as part of Strategic Planning discussions planned for September 2018.
2. Identify where changes could be made to increase effectiveness in working toward the goals.
  - Based on the results noted below, the Board may identify areas for desired change in 2018-19.

### Recommendations

Based on the Evaluation Results, the Executive Director recommends that the PRAMP Committee undertake the following actions in 2018-19:

***Recommendation 1: Ask the Technical Working Group to develop an approach to improve the reliability of the canister program, and to explore options for different service providers to provide oversight for the program.***

The canister program is a critical source of information for the PRAMP Committee, and the Technical Working Group may be able to identify and recommend additional measures to increase reliability.

***Recommendation 2: Continue to develop and adapt PRAMP policies and service level agreements to increase consistency and efficiency of PRAMP operations.***

The Executive Director, Technical Program Managers and Office Manager will recommend policy additions or changes during 2018, for consideration by the Board.

## Evaluation Results

### Part 1 – Technical Monitoring and Reporting

**PRAMP Goal 1:** Assist in verifying that air quality is improving and odours are being minimized as a result of operational and regulatory improvements.

Continuous ambient monitoring results for total hydrocarbon, non-methane hydrocarbon and sulphur compounds will be analyzed to determine trends over time. Odour complaints will be correlated to monitoring results to verify that operational and regulatory improvements are effective.

Key Indicators	Assessment Questions	Results
<b>Daily, monthly and annual data review</b>	How reliable and useful was the data analysis?	See Survey results
<b>Odour complaints correlated to monitoring results</b>	How were odour complaints correlated to monitoring results and how was the information communicated?	Staff analysis: While the TPMs have made improvements to the correlation analysis and the way the AEP spreadsheets are populated with data, far fewer complaints are being logged with regulatory agencies. Anecdotal evidence suggests that there are still odour issues in certain areas of the Airshed and with specific landowners, however the complaints are not being called-in and therefore, true comparisons to current ambient data and historical complaint patterns cannot be made.

**PRAMP Goal 2:** Operate transparently and give residents and stakeholders timely access to data and information in a manner that is readily understood.

PRAMP's operation will be transparent to the members and the public. A communication plan will be developed to provide real-time access to monitoring data on a website. Regular, readily understood summaries of monitoring results from Goal #1, 3 and 4 will also be provided.

Key Indicators	Assessment Questions	Results
<b>Website Development</b>	How timely and relevant is the information on the	See Survey results

PRAMP website?		
<b>Communications reach</b>	What tools and approaches have been used to communicate with the community and how many people are part of the communication network?	<p>Staff analysis:</p> <p>(Outreach funding confirmed in October 2017)</p> <ul style="list-style-type: none"> <li>• Open House (30 attendees)</li> <li>• Meetings/Presentations with MD of Smoky River, Northern Sunrise County, Town of Falher, PR Rotary, PR Chamber</li> <li>• Air quality teaching module in 5 area schools with 200 students</li> <li>• 4 newsletters (40 people on newsletter list)</li> <li>• Twitter with 35 followers</li> <li>• Facebook page in progress</li> </ul>

**PRAMP Goal 3:** Demonstrate that operators have effective control mechanisms.

The ambient monitoring results and odour complaints will be analyzed to determine if source control mechanisms for emissions result in improved air quality (see Goal #1 above). Results of AER odour inspection sweeps of facilities will be reported.

Key Indicators	Assessment Questions	Collection Method
<b>Annual Data Review</b>	What PRAMP data analysis has been undertaken?	<p>Staff analysis:</p> <p>The 2015-2016 annual report assembled by the TPMs was modelled after the previous years' document. While the year-over-year comparison is valuable in understanding changes in the most recent monitoring record, the long-term improvements in air quality are lost in this data presentation format. The TPMs added multi-site, long-term data to the annual report (back to 2010) to show the dramatic change in hydrocarbon concentrations. Over the past year of outreach efforts, this simple, yet effective data presentation became the basis for telling key messages in the story and history of PRAMP.</p>

**PRAMP Goal 4:** Verify that air quality is at acceptable levels and that emissions residents are exposed to are below toxic thresholds.

Canister sampling for volatile organic compounds and reduced sulphur compound concentrations will be compared to health exposure thresholds defined by Alberta Health. Alberta Health will review relevant information available from other jurisdictions and recommend suitable health exposure thresholds. PRAMP will compare measured compound concentrations to the recommended exposure thresholds to provide an indicator of what compounds are a potential health concern. Odour thresholds from the Proceeding and the Stantec report will also be compared to measurements.

Key Indicators	Assessment Questions	Collection Method
<b>Canister Analysis</b>	How effective was the PRAMP canister collection and analysis process?	<p>Staff analysis:</p> <p>The canister program had a number of failures over the last year. Investigations generally all lead to the conclusion that human-introduced error is the main cause for missed or spoiled sampling opportunities. The TPMs have taken steps to address this issue including performing several reviews of the canister sampling protocol, engaging in focused discussions with the network operator, and having failsafe alarms installed. Despite these efforts, errors continue to occur. As a further step, the TPMs are investigating options for a third-party review or audit of the canister sampling program, including both the physical hardware and associated protocol.</p>

**PRAMP Goal 5:** Maintain its status as an independent Not-for-Profit Organization and Airshed that is focused on continuous improvement and responsible growth.

Key Indicators	Assessment Questions	Collection Method
<b>Governance and Growth Initiatives</b>	How satisfied are you that the PRAMP Committee is achieving its goal of continuous improvement and responsible growth?	<p>See Survey results</p> <p>Staff analysis:</p> <ul style="list-style-type: none"> <li>• During Q1 and Q2 2017, the PRAMP staff and Board completed its first Policy Manual and updated its Terms of Reference</li> <li>• PRAMP completed its first financial review with an external auditor</li> <li>• PRAMP's grant application for \$44k for 2017-18 was successful</li> <li>• The Alberta Airsheds Council received PRAMP as its 10<sup>th</sup> member</li> </ul>

- Governance training for the Board and staff will be provided in March in partnership with PAZA
- PRAMP has successfully navigated the allocation of budget surplus to capital purchases
- By working with WBEA, PRAMP will be acquiring enough used equipment to provide the first AQHI monitoring in the region

## Part 2 - Executive Director and Staff Performance

The Executive Director role involves three key components as follows:

1. Organizational Leadership – Overseeing the day-to-day operations of the organization.
2. Strategic Development – Developing and implementing approaches to meet the long-term goals and objectives.
3. Communications, Outreach and Engagement – Overseeing communication and engagement with the community, the Board of Directors, all levels of government and the media.

Key Indicators	Assessment Questions	Collection Method
<b>Assessment plan to be confirmed for 2018-19</b>	For 2018-19, what will be the key elements to evaluate for the ED?	See Survey results
<b>Review for 2017-18</b>	What did the ED do well in 2017-18?  In what areas could the ED improve the leadership provided to PRAMP?	See Survey results
<b>Performance of Contractors</b>	In what areas did the contractors excel?  In what ways could contractors improve services to the PRAMP Committee?	See Survey results

### Part 3 - Board of Directors and Technical Working Group Performance

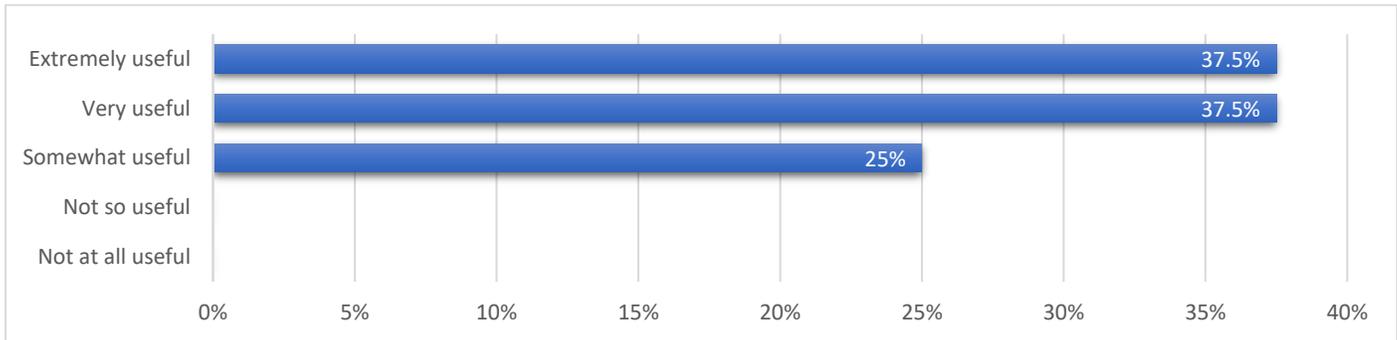
Key Indicators	Assessment Questions	Collection Method
<b>Assessment plan to be developed for Board of Directors' performance</b>	In 2018-19, what will be the key areas for the Board of Directors to focus on for continuous improvement of the functioning of the Board of Directors?	See Survey results
<b>Assessment plan to be developed for Technical Working Group</b>	How satisfied is the Board with the launch of the Technical Working Group?	See Survey results  Staff analysis: The Technical Working Group was a bit sluggish to get off its feet with lower than expected participation in the early meetings. The slow start is likely attributed to early agendas being focused on administrative elements such as finalizing the Terms of Reference. However, the TPMs are very happy with the outcome of the first meeting that had a fully technical discussion-oriented agenda (in early 2018). What was normally condensed into 20 minutes or so of Board Meeting time, was discussed in detail over 2-2.5 hours. The discussion is more fulsome, issues are given the attention they need, and more time is available for deeper understanding and stakeholder dialogue with a technical focus.
<b>Overall</b>		See Survey results

## PRAMP Committee – 2017-18 Evaluation

**THIS EVALUATION WAS SENT TO 11 PEOPLE. OF THOSE 11, 8 RESPONDED.**

### 1. How useful was the data analysis done over the past year by the PRAMP contractors?

*Answered: 8 Skipped: 0*

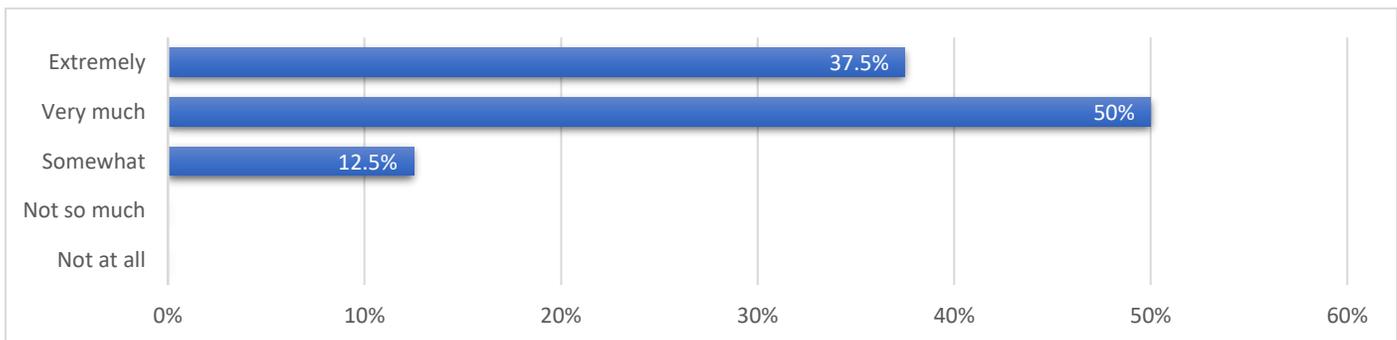


#### Comments:

- It has taken a while but the format of the data is now quite user friendly.
- There is a big difference in style between the operations conducted in our 3 areas. In Peace River it is mainly heavy oil. In Reno there is a good mix of conventional production as well. We are not mandated to look at the conventional production and I believe that some of the analysis we see from there Reno are being affected by the conventional operations. I suggest that we work more closely with DMI and gain access to their 30 years of operations in Peace River.

### 2. How timely and relevant is the information on the PRAMP website?

*Answered: 8 Skipped: 0*

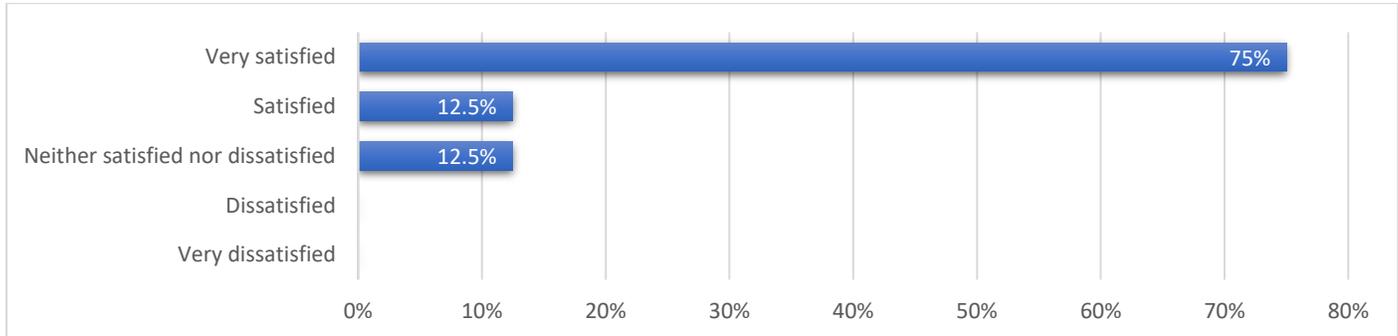


#### Comments:

- It is an excellent website and provides user friendly information. It reflects a dynamic air shed group always looking at creating awareness and improving the status quo.

3. How satisfied are you that PRAMP is achieving its goal of continuous improvement and responsible growth?

Answered: 8 Skipped: 0



Comments:

- This group has come such a long way in such a short time.
- We have made a small step forward in attempting to get better data on sampling cylinders especially in 3 Creeks. I do not believe that we have gained much insight into how the failures in sampling can be remediated long term because of a lack of understanding of the concept of reliability. We have found that we do not advertise what we are doing in the field very well (lack of any signage at 3 Creeks). I also believe that we are spending a lot of electrical energy at these isolated sites however we have done nothing to improve our consumption of renewable energy in pursuing our goals.

4. What are the key factors that should be evaluated for the Executive Director in 2018-19? Pick top 3.

Answered: 7 Skipped: 1

	First	Second	Third
<b>Budget Management</b>	3	0	0
<b>Program Leadership</b>	1	2	0
<b>Community Outreach</b>	3	1	1
<b>Stakeholder Relationship Management</b>	0	1	3
<b>Monitoring Program Leadership</b>	0	2	1
<b>Contractor Management</b>	0	1	2

5. What did the Executive Director do well in 2017-18?

Answered: 7 Skipped: 1

- Communications and delivery of the PRAMP message in a positive way.
- Great Leader
- She made herself aware of opportunities that enhanced the goals and objectives of PRAMP and sought them out to fruition. This was very significant and a job very well done.
- Very satisfied
- Introduced the school partnership, fostered community engagement

- Developed new initiatives, working with stakeholders, new materials development.
- We had several useful public meetings in the community this year and Karla was an integral part of that outreach. We maintained our analysis of the data and highlighted several areas for future work.

6. In what areas or areas could the Executive Director improve in the leadership being provided to PRAMP?

*Answered: 5 Skipped: 3*

- Just keep up the good work
- Talking with the Director's more
- She sets the bar!
- Very satisfied
- Reliability driven investigations is the answer to getting a better program.

7. In what areas did the contractors excel in 2017-18:

*Answered: 4 Skipped: 4*

*a. Technical Program Managers*

- Excellent knowledge and delivery of results
- Reviewing the reports
- Providing interpretation and screening the data

*b. Office Manager*

- Very easy to communicate with and quick delivery responses to questions
- Good manager of the office, and minutes taker
- Well organized and pleasant to engage with
- Maintained budget; great direction forward in expanding our outreach

*c. Station Operators (Maxxam)*

- Excellent information
- Good up time on the air units
- In providing the required effort reflected in their contract
- Maintained reliable operations

8. In what areas could contractors improve services to the PRAMP Committee:

Answered: 4 Skipped: 4

a. *Technical Program Managers*

- Nothing I can think of
- Unknown
- Some deliverables were a bit late in delivery so an improvement in this area could be realized.
- Researching ways to measure parameters not currently measured regularly that can impact health.

b. *Office Manager*

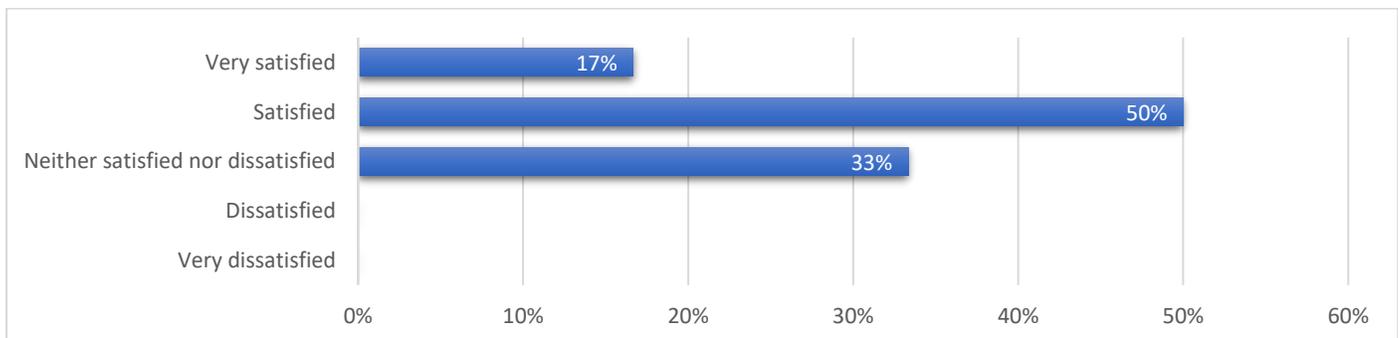
- Nothing I can think of
- Unknown
- Possibly in some further attention to details but overall this person has done very good work to support PRAMP
- Agendas with documents could be sent out earlier. Budget and cheque document could be arranged different to make the more understandable.

c. *Station Operators (Maxxam)*

- Nothing I can think of
- New units
- By being more open about shortcomings in their work
- Providing assistance on exploring tech options to measure different parameters that could have a health impact, such as continuous benzene monitoring

9. The Technical Working Group launched in the fall of 2017. How satisfied are you with the current structure and functioning of the Technical Working Group?

Answered: 6 Skipped: 2



Comments:

- This is a good concept. I am not a part of this group, from what I see it is going well.

10. In 2017-18, in what areas did the Board of Directors excel? For example, providing strategic direction; Director engagement; active support for PRAMP goals; other areas.

*Answered: 5 Skipped: 3*

- Being a new member, it is hard for me to answer this, however, director involvement is always excellent
- Not quitting
- I think this area of contribution will improve after some BOD training scheduled later in the year. It would also be helpful for the BOD to hear from the ED with respect to expectations.
- Participation
- Several successful community meetings were held in Peace River, can we do the same in Fahler?

11. For 2018-19, what will be the key areas for Directors to focus on for continuous improvement of the functioning of the Board of Directors?

*Answered: 6 Skipped: 2*

- Collaborating and keeping information flowing
- Active at the meeting's
- Passing on the good story of air quality improvement to area residents; Making use of and bringing our network resources to the table to support the work; Prompting the AQI initiative for PRAMP
- Communication
- More community engagement, further developing monitoring to include parameters not currently monitored
- Community involvement to improve our delivery of the message. Working with the others in our area to improve our services to them.

12. Do you have any other comments about PRAMP performance for 2017-18?

*Answered: 5 Skipped: 3*

- No (x2)
- Overall an excellent year and performance by the ED and staff
- Very satisfied
- Reasonable progress for a new organisation