FCM FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Canada

AM — ASSET MANAGEMENT COMMUNITY OF PRACTICE :: BRITISH COLUMBIA

Advancing Asset Management Program

LEVELS OF SERVICE

MODULE 3

Please take this time to change your name in the participants list to include your full name and organization

This initiative is offered through the Municipal Asset Management Program, which is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.

Collaborators and Influencers

Agenda

1. Recap last week and assignment (Services & Assets)
2. LOS Template Tab 3, Part 1: Describing LOS
3. Activity: Service Characteristics and Indicators
4. Creating LOS Objectives and Commitments
5. Activity: Describing LOS
6. Performance Measures
7. Discussion (time permitting)

1. Introduction

2. Services and Assets

- Introduced LOS: "What" and "Why"

- "Personalized" Tab 1 of LOS spreadsheet

- Began identifying your services and assets in Tab 2

- Were you able to further develop Tab 2? How did it go?

Levels of Service Process

DEFINING

1 Identify your Services	2 Identify your Assets

last week

3 Describe Current LOS	4 Describe LOS Objectives	5 Identify Performance Measures

this week

ASSESSING

6 Identify LOS Gaps	7 Develop Strategies to Address Gaps	8 Prepare a Service Delivery Plan

3. Describing and Assessing LOS

General properties that may be used to describe a service:

- **Regulatory:** What is the legal minimum?

- **Capacity/Availability:** How much, where, when and for whom?

- **Safety:** Protecting people and property

- **Quality:** How good is it (and in what respect)?

- **Reliability:** How often is service interrupted?

- **Environmental:** How well is the environment protected?

- *You do not need to define a level of service for each characteristic. Use this as a guide to make sure nothing important is missing.*

3. Describing and Assessing LOS

Indicator = a specific property of service that can be objectively evaluated

Service Characteristic

Indicators

| Reliability | Water quality notices are infrequent and short in duration |
| | Service outages are infrequent and short in duration |

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3. Describing and Assessing LOS

Service Sustainability Assessment Tool — USER GUIDE

What is the Service Sustainability Assessment Tool?

Local governments across British Columbia are striving to provide sustainable services to their residents. However, many are not certain how their services are performing today or if they're prepared for the future. Factors such as scarcity of resources, rising expectations, and aging infrastructure threaten the sustainability of municipal services. The Service Sustainability Assessment Tool (SSAT) was prepared to help local governments identify areas where service sustainability may be threatened, and to provide feedback on practices that contribute to service sustainability.

The SSAT tool will help you:

☐ Communicate to Council and the public about sustainability
☐ Identify areas where services are doing well
☐ Identify areas where the sustainability of the service is at risk
☐ Develop plans to improve the sustainability of service provision
☐ Track progress over time

This tool helps communities self-assess their sustainable service delivery performance in eight core services:

- Wastewater
- Fire Protection
- Water
- Parks and Recreation
- Drainage and Flood Protection
- Solid Waste
- Transportation
- Civic Facilities

What does "Sustainable Service Delivery" mean?

Sustainability of service delivery
Will our local government be able to provide these services into the future?

Overall community sustainability
Is our community planned, built, or modified to promote sustainable living?

Sustainable service delivery means meeting present needs without compromising the community's ability to meet future needs. The SSAT is intended to support communities in making decisions about the sustainability of **service delivery**. It does not assess overall community sustainability, which is linked to broader social, economic, and environmental goals.

The SSAT assesses service sustainability in two ways: first, over time by considering both current performance and preparedness for the future; and second, through a balanced understanding of the key components of service delivery. The assessment considers leading indicators that identify actions that are likely to lead to desired outcomes, as well as lagging indicators that measure whether a desired outcome has been reached.

Paying Attention to Today and Tomorrow

Understanding sustainable service delivery requires assessing both **current performance** and **preparedness for the future.** Why is this important? With so many pressing needs today, thinking about the future is often pushed to the backburner. On the other hand, long-term plans often sit on the shelf. Consider the following scenarios:

☐ A community consistently receives reports of strong satisfaction from Council and residents regarding how water services are delivered. However, the aquifer is being depleted each year and there is no long-term strategy in place to protect the source over the long term.
☐ A community is investing significantly into long-term planning and, on paper, they should be exceeding performance measures. However, an implementation gap means that this effort has not translated into improved service levels.

Neither of these scenarios is sustainable. The SSAT is a tool that helps local governments assess **both** current performance and preparedness for the future, and identify these types of gaps.

3 Describe Current LOS

4 Describe LOS Objectives

5 Identify Performance Measures

6 Identify LOS Gaps

7 Develop Strategies to Address Gaps

3. **Describing** and Assessing LOS

https://amontario.ca/Files/PDF/20181119_
MunicipalMetricsCatalogueV1.pdf

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Service Characteristic	Indicator	Example Levels of Service				#	Current Level of Service
		Low			High		
		1	2	3	4		
Potable Water							
Regulatory	Drinking water quality complies with statutory requirements	Minimum service level.				4	Drinking water quality complies with statutory
Capacity / Availability	Available water supply is sufficient for customers' needs	Capacity is available for basic household needs only; no garden irrigation	Capacity is available only for small gardens; no lawn watering	Drought based lawn watering restrictions occur more often than one in ten years.	Drought based lawn watering restrictions occur less often than one in ten years.		
Capacity / Availability	Water distribution infrastructure is accessible for servicing lots throughout the service area	Large areas of the community do not have the opportunity to connect to the service (but want/need to).	Some areas of the community do not have the opportunity to connect to the service (but want/need to).	Nearly all areas of the community that want/need the service have the service.	All areas of the community that want/need the service have the service.		
Safety	Water supply is sufficient for firefighting purposes	None of the community is considered to be hydrant protected for insurance grading purposes	A portion of the community is considered to be hydrant protected for insurance grading purposes	...the community is considered to be hydrant protected for insurance grading purposes but hydrant flow testing and maintenance is not up to date	...the community is considered to be hydrant protected for insurance grading purposes and hydrant flow testing and maintenance are fully up to date		
Quality	Water service pressure is adequate at customer connections	Frequent customer complaints about water pressure.	Frequent customer complaints about water pressure.	Few customer complaints about water pressure in isolated areas.	Almost no customer complaints about water pressure.		
Quality	Water quality is aesthetically pleasing	Fails to meet customer expectations year round on more than two of: taste, colour, odour, staining.	Fails to meet customer expectations year round on one of: taste, colour, odour, staining.	Fails to meet customer expectations seasonally on one: taste, colour, odour, staining.	Meets customer expectations year round on all of: taste, colour, odour, staining.		

3) Describing and Assessing Levels of Service

This worksheet documents steps 3-7 in the LOS process.

Hide the rows related to service areas (eg. urban transportation, if you are a rural community) that are not applicable to your municpiality or alternately note "N/A" in columns H and J

What is the current level of service being provided?

What level of service is currently required by regulation, commited to (formally or informally), expected or targeted?

3 Describe Current LOS

1) Introduction | 2) Services and Assets | **3) Describing and Assessing LOS** | 4) Reporting Out

3. **Describing** and Assessing LOS

1. Review sample indicators (Column B)

   • Hide rows for irrelevant ones

   • Modify as needed (use terms that are familiar to your team)

   • *Don't focus too much on wordsmithing at this point, just get the general intent correct!*

2. Select the best fitting level of service example statement for each relevant characteristic (Column G)

   • For remaining rows, go line by line and decide which example level of service matches most closely to the community's current situation (level 1, 2, 3, or 4)

3. Adjust wording as needed to describe your community's current level of service (Column H)

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6
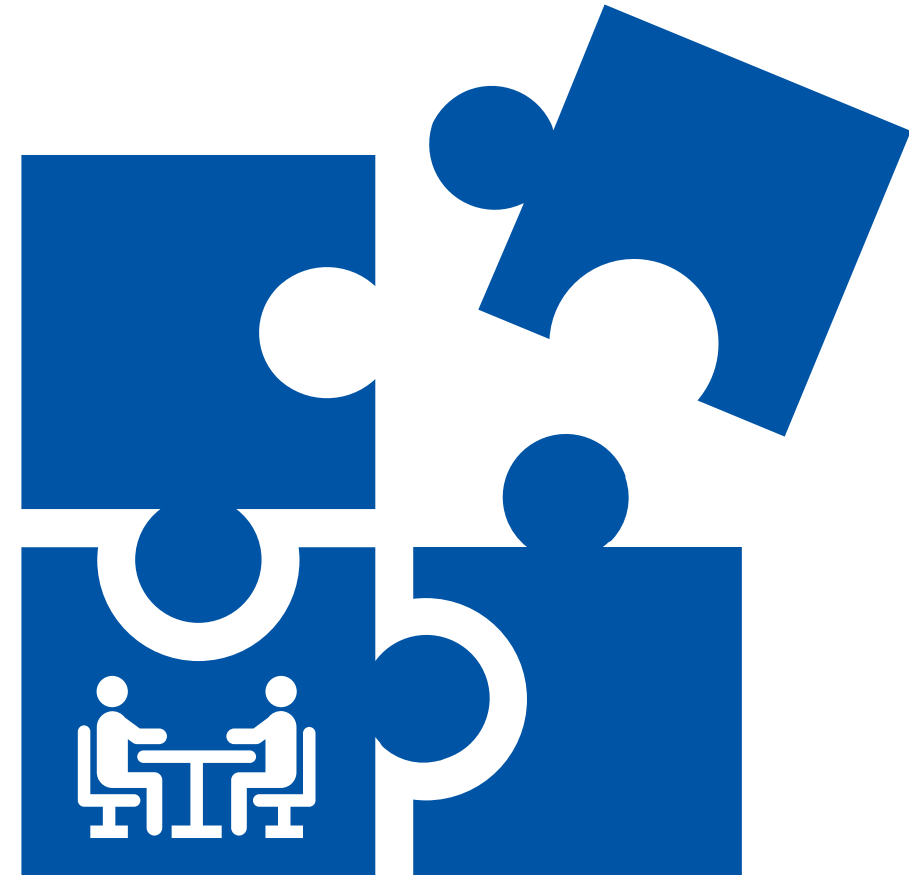**Identify LOS Gaps**

7
Develop Strategies to Address Gaps

DISCUSSION

- How was the process?

- What levels of service were identified?

- Did you find the sample performance measures and levels of service helpful?

- How would you describe the process of making these statements "your own"?

3. Describing and Assessing LOS

- ## What are your organization's commitments to users?

  - What is the legal minimum?

  - What commitments have been made in public-facing plans (e.g. community or master plans, or bylaws)?

- ## What other objectives has your organization set?

  - What is important to users?

  - What targets or design standards have been established?

    → *Don't promise more service than you can deliver!*

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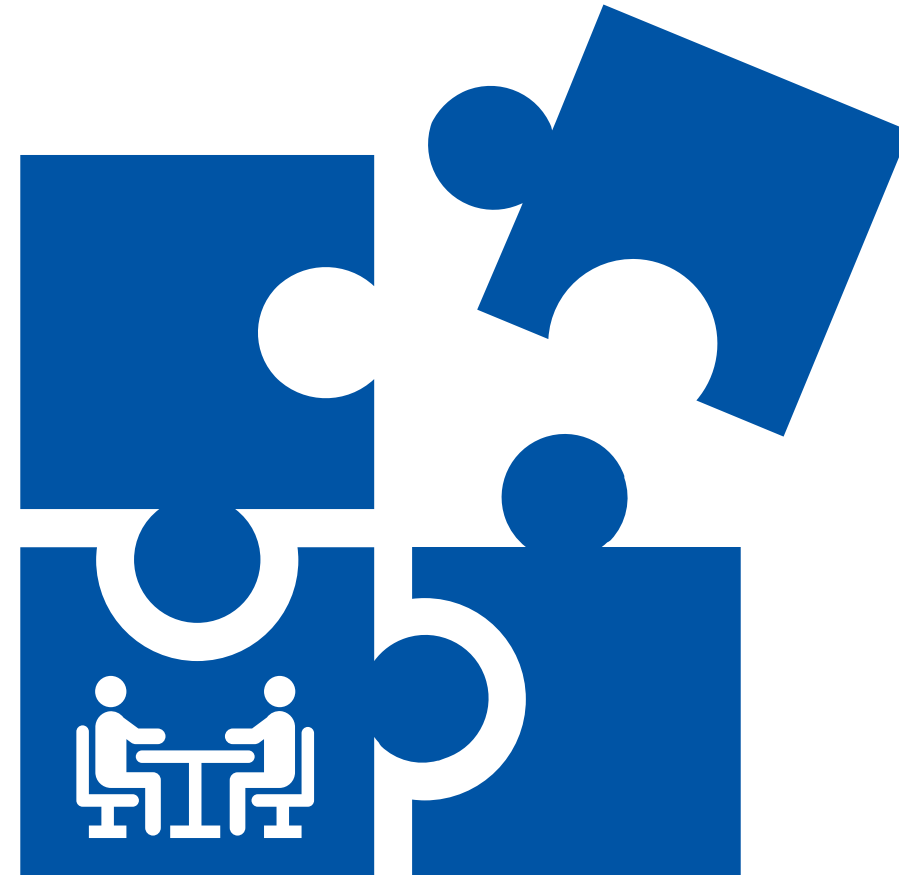Identify Performance Measures

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CORPORATE OBJECTIVES
(OCP, BYLAWS, STRATEGIC PLAN)

- What documents do you have?

- What service area(s)?

- What assets are needed or used?

- What service characteristic(s) and indicator(s)?

- What LOS commitments are made?

3. Describing and Assessing LOS

1. Using public-facing plans or bylaws, add LOS commitments to your spreadsheet

   - Think about the outcome, not the inputs

   - Each LoS objective should cover only one aspect of the service

   - Avoid technical jargon

   - use language from the source document if possible

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3. **Describing** and Assessing LOS

- How will you determine if a LoS objective is being achieved?

- Is the information already available? Is it affordable to obtain it?

Performance Measure = the means used by the municipality to assess a level of service (e.g. direct measurement, customer survey, complaint, internal review)

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3. **Describing** and Assessing LOS

O&M Data	Operating logbooks, sample test results, SCADA data, work order or CMMS data.
Complaints	Records of numbers and types of comments received from users by telephone, mail, front counter, website, email or social media.
Expert Assessment	Evaluation based on analysis by a competent staff member or consultant, using specific and repeatable criteria and methodology.
Service Contract	Enforceable terms of a contract with a third party that provides a service on behalf of the municipality (e.g. biweekly residential waste collection).
OH&S Records	Workplace inspection, accident, lost time and near miss records.
Program Data	Utilization rates of facilities or equipment, spare capacity, range of services supported by the assets.

These are very general…you should be more specific in your own LOS matrix

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3. Describing and Assessing LOS

1. Use the provided examples as a basis to identify your own performance measures

   - Adjust to suit your own community

   - Start with information already available

   - Consider the cost and level of effort to collect new information

2. Document source information

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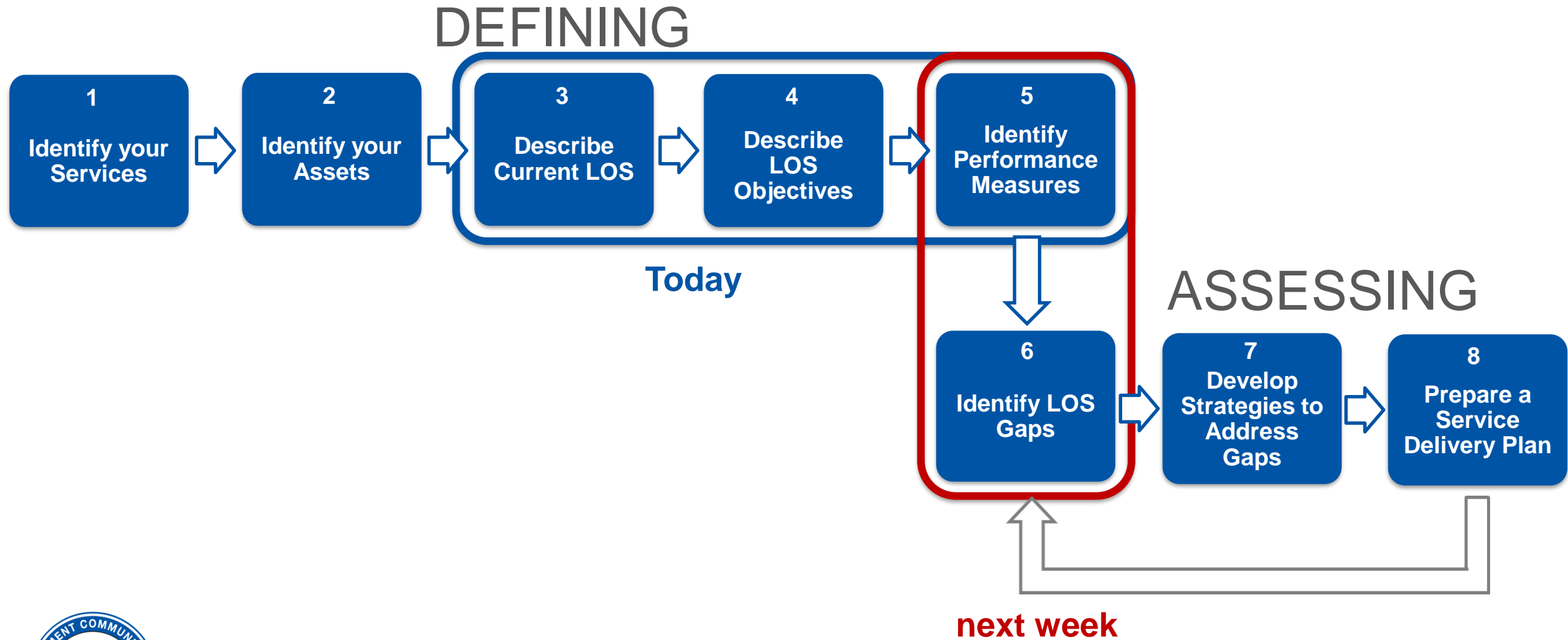Identify Performance Measures

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DEFINING

| 1 Identify your Services | → | 2 Identify your Assets | → | 3 Describe Current LOS | → | 4 Describe LOS Objectives | → | 5 Identify Performance Measures |

Today

↓

| 6 Identify LOS Gaps | → | 7 Develop Strategies to Address Gaps | → | 8 Prepare a Service Delivery Plan |

ASSESSING

next week

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Before next Thursday (Session 4)…

- Get your forms in!
- Populate current LOS and objectives for at least one service
- Work together with your organization's team
- *If you're keen*…try identifying performance measures

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