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LEVELS OF SERVICE

'What' and 'Why'

UBCM Asset Management Webinar
March 31, 2020



1. What are Levels of Service?
2. Corporate Context – Sustainable Service Delivery
3. Why are Levels of Service Important?
4. Levels of Service Template and Workshops
5. Next Steps



Acknowledgements

Collaborators and Influencers



What are Levels of Service?

Specific parameters that describe the ***extent and quality of services*** that the municipality provides to users.



Cadillac?

or

Volkswagen?



What are Levels of Service?

5

Two Perspectives, Two Purposes

***Community* (customer) LOS**

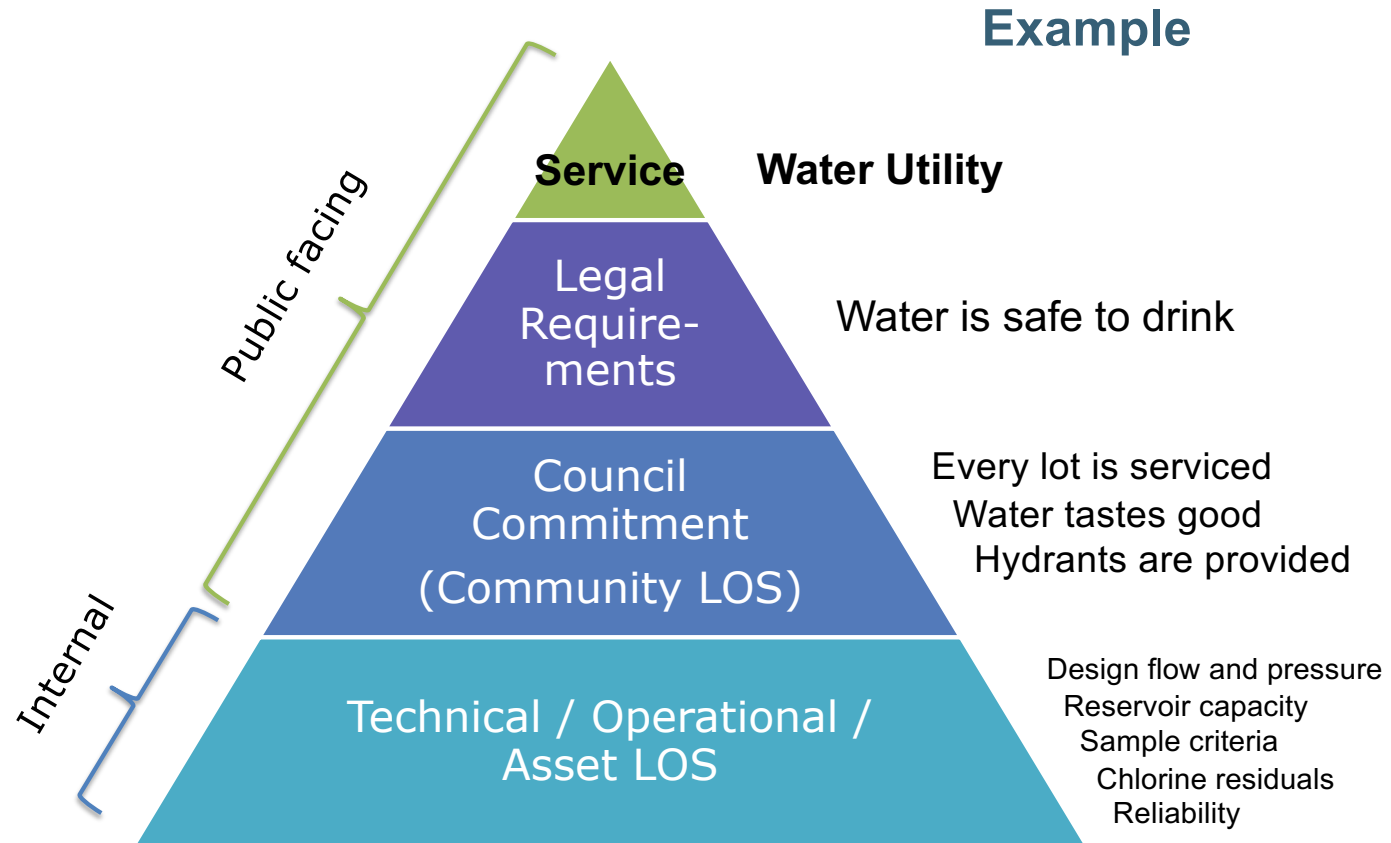
The levels at which the customer is receiving service, from an experiential perspective. I.e. “Is it good enough?”

***Technical* (operational/asset) LOS**

The adequacy of assets to deliver community LOS, from a technical perspective. I.e. “How will we know it is good enough?”



Levels of Service Hierarchy



Levels of Service are Complex

7



LEVELS OF SERVICE SUPPORT STRATEGIC GOALS

- Comply with legal requirements
- Protect public safety and the environment
- Achieve strategic plan objectives
- Align with community plans, sustainability strategies, master plans

CONSIDER RECENT PLANNING AND PUBLIC ENGAGEMENT PROCESSES

- Was the public adequately informed?
- What did the public expect?
- What commitments were made?



Context: Sustainable Service Delivery

Focusing
on
Services



Context: Sustainable Service Delivery

Levels of Service are part of the **Plan** phase in the process, and most directly the Asset Management Planning step. Levels of service are also informed by the Asset Management Policy and Strategy step.



A BALANCING ACT

Service
levels

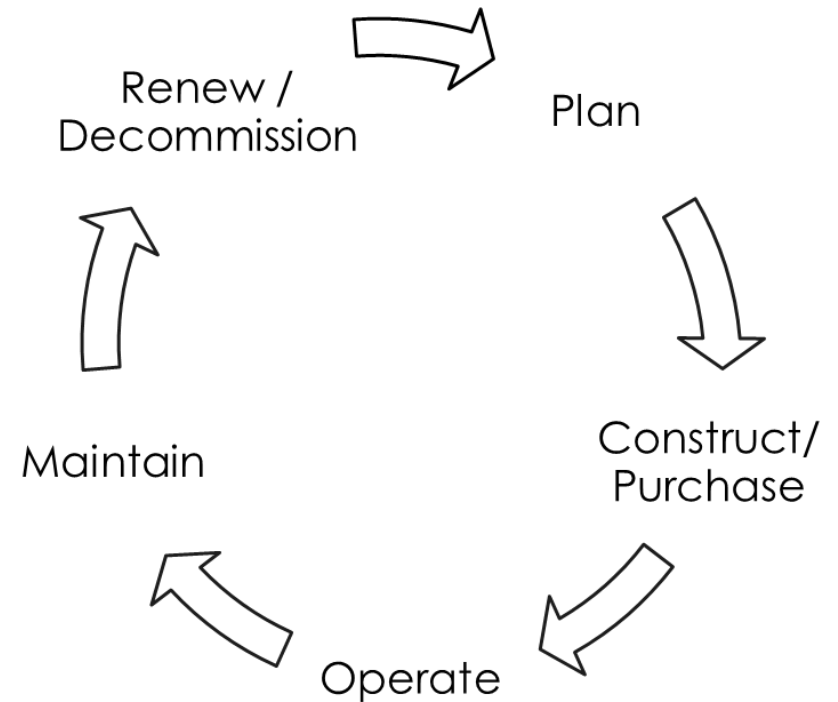


Risks
Costs
Time



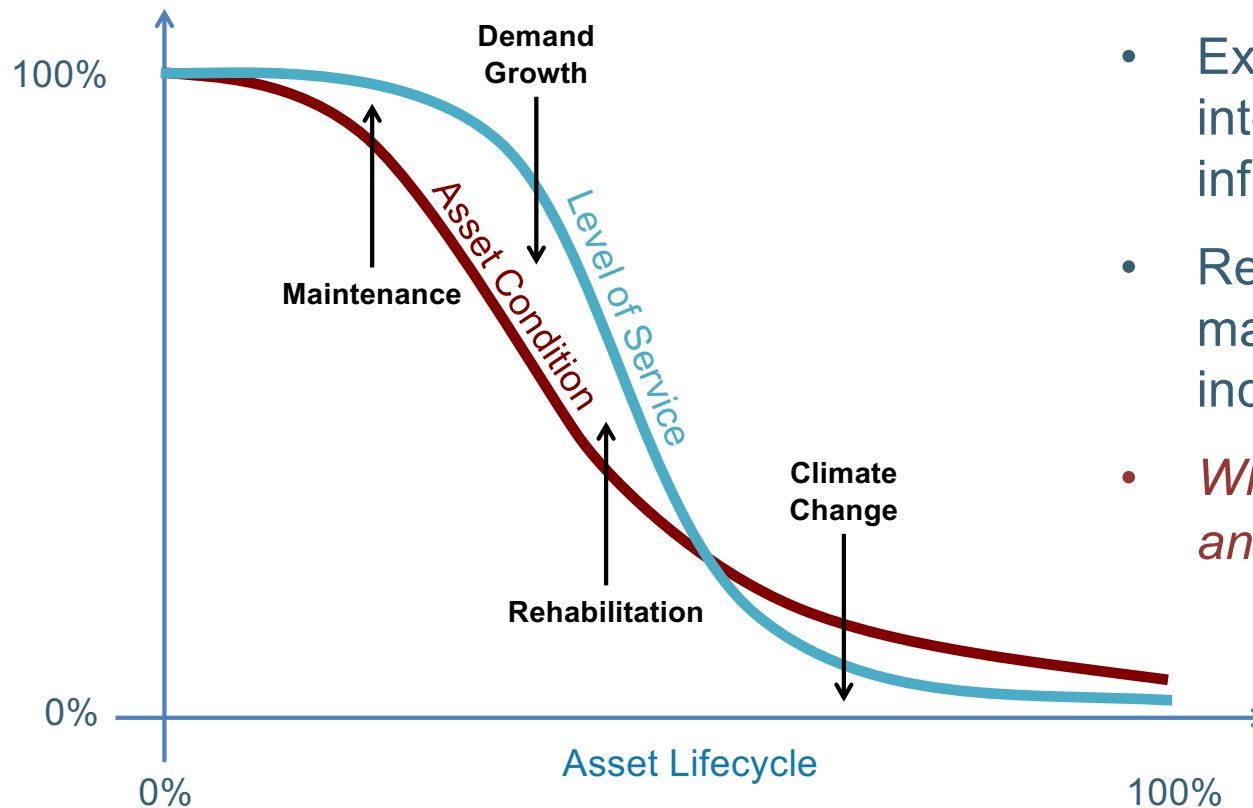
LIFECYCLE COSTING

- The true cost of delivering a service
- Owning and *utilizing* an asset over its whole useful life
- Fundamental to evidence-based decision making
- Enables *comparison of service delivery options* with markedly different initial capital and operating costs



Context: LOS and the Asset Lifecycle

13



- External factors and interventions influence LOS
- Regulatory changes may necessitate an increase in LOS
- *What can we predict and influence?*



Why Define Levels of Service?

14

To facilitate communication with Council, stakeholders and the public on:

- What the municipality provides, *and what it doesn't*
- Gaps between current and expected LOS
- Actions and estimated resource needs to address gaps



Aligning Assets to Services

WHAT DO MUNICIPALITIES DO?

- **Utilities:** Water, sewer, drainage, solid waste
- **Transportation:** Roads, trails, public transit, airports
- **Recreation and Cultural Services**
- Protective Services
- Governance and Administration

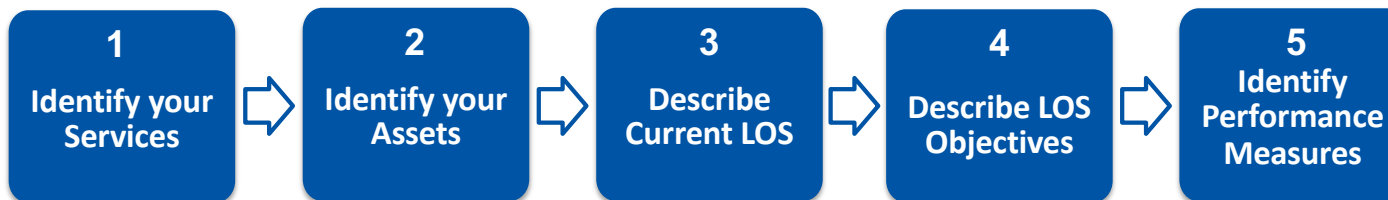
WHY DO YOU NEED ASSETS?

- Underground pipes
- Treatment facilities
- Storage facilities
- Vehicles and equipment
- Pavement systems
- Parks
- **Facilities**
- **Information systems**

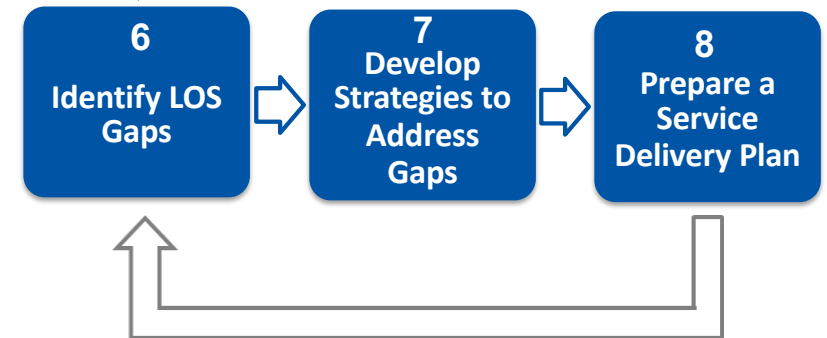


Establishing Levels of Service

DEFINING



ASSESSING



AMBC Levels of Service Template

17

PURPOSE

Facilitate staff communication with Council, stakeholders and the public about:

- Services and levels of service currently provided
- Gaps between current and expected levels of service
- Actions and estimated resource needs to address gaps

METHOD

- Workshops to assist staff in populating the template
- Spreadsheet-based levels of service template, customizable by individual users
- Primary focus on community levels of service



LOS Template Overview

18

Excel Worksheet – 5 Tabs

1. Introduction

- Overview of the template and a place to document service delivery goals

2. Services and Assets

- Describe the services your organization provides, and the assets supporting each service

3. Describing and Assessing LOS

- Define current LOS and target LOS, identify performance measures, identify current or potential future gaps, and develop strategies to address gaps


4. Reporting Out

- A simple service delivery plan that key service delivery gaps and priority actions

5. Interim Actions

- Document short-term actions and data gaps that need to be addressed for effective decision making

LOS Template – Introduction

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q								
1	1) Introduction																								
2	This worksheet provides an overview of the template, as well as a place to document all community infrastructure service delivery goals.																								
3	General Instructions:																								
4	Blue text indicates a user input cell. Replace the blue text with information specific to your community.																								
5	Grey cells are locked and designed to auto-populate from previous worksheets.																								
6	Categories and subcategories of services that do not apply to your community may be ignored or removed from the template by hiding those rows or replacing them with categories and subcategories which do apply. Due to linking throughout the template, it is recommended that you don't delete rows.																								
7																									
8	<i>NOTE: All cells except blue cells are locked and cannot be edited. The template can be unlocked so you can customize it by clicking the "Unprotect Sheet" box in the "Review" tab of Excel.</i>																								
10																									
11																									
12	 <div style="display: inline-block; vertical-align: middle;"> <h2>Levels of Service Template</h2> <p>Last Updated: [Date]</p> <p>[Your Community Name]</p> </div>																								
13																									
14																									
15																									
16																									
17	Community Infrastructure Service Delivery Goals:																								
18	[Describe corporate service delivery goals or commitments here, keeping in mind that we're focusing on those that require infrastructure to support them. List the source documents for future reference.]																								
19	<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">e.g. Comply with all legislative requirements.</td> <td style="text-align: right;"><i>Source: Regulatory</i></td> </tr> <tr> <td>Provide capacity, quality, and reliability expected by Council and residents.</td> <td style="text-align: right;"><i>Source: Official Community Plan</i></td> </tr> <tr> <td>Ensure the safety of services and infrastructure.</td> <td style="text-align: right;"><i>Source: Strategic Plan</i></td> </tr> <tr> <td>Consider sustainability and long-term benefits to future generations.</td> <td style="text-align: right;"><i>Source: Integrated Community Sustainability Plan</i></td> </tr> </table>																	e.g. Comply with all legislative requirements.	<i>Source: Regulatory</i>	Provide capacity, quality, and reliability expected by Council and residents.	<i>Source: Official Community Plan</i>	Ensure the safety of services and infrastructure.	<i>Source: Strategic Plan</i>	Consider sustainability and long-term benefits to future generations.	<i>Source: Integrated Community Sustainability Plan</i>
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<div style="display: flex; justify-content: space-between; border-top: 1px solid black; padding-top: 5px;"> 1) Introduction 2) Services and Assets 3) Describing and Assessing LOS 4) Reporting Out 5) Interim Actions + </div>																									

LOS Template – Services and Assets

	A	B	C
1	2) Services and Assets		
2	This worksheet documents steps 1 and 2 in the LOS process, focusing on the services that the community provides and the infrastructure required to deliver the service.		
3	The asset types represent major groups of assets, not individual assets.		
4			
6		1	2
7	<i>What services are delivered by the municipality?</i>	Identify your Services	Identify your Assets
8	<i>What infrastructure is required for this service?</i>		
9			
10			
11	Service Area	Services Provided	Major Asset Components
12	Drinking Water		
13		Supply	Water Mains
14		Treatment	Service Connections
15		Distribution	Treatment Plant
16			Wells
17			Storage Facilities
18			Pump Stations
19			Fire Hydrants
20			Valves and Chambers
21			Water Meters and Chambers
22			Sampling Stations
23	Wastewater		
24		Treatment	Sanitary Sewer Gravity Mains
25		Collection	Sanitary Sewer Force Mains
1) Introduction 2) Services and Assets 3) Describing and Assessing LOS 4) Reporting Out 5) Interim Actions +			

LOS Template – Describing and Assessing LOS

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 municipality/regional district or alternately note "N/A" in columns H and J. Note for regional districts, you may want to copy this tab for each local service area, or duplicate each relevant service (this will mean some re-linking in tab 4)															
What is the current level of service being provided?						3 Describe Current LOS		Data Availability 5 All required data is available. 4 Most required data is available. 3 Sufficient data for essential decisions. 2 Marginal data for essential decisions. 1 Insufficient data for essential decisions. NA Not applicable.			Data Confidence A Highly reliable, complete & ±2% accurate. B Reliable, complete & ±10% accurate. C Uncertain, largely complete, ±20% accurate. D Very uncertain, approximate, ±40%. E Unknown; little or no data available.			4 Describe LOS Objectives	
What level of service is currently required by regulation, committed to (formally or informally), expected or targeted?															
Service Characteristic	Indicator	Example Levels of Service				#	Current Level of Service	Data Availability	Data Confidence	#	Level of Service Objective				
		Low	2	3	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 requirements	5	B		4	Drinking water quality complies with statutory requirements			
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	All of the community is considered to be hydrant protected for insurance grading purposes but hydrant flow testing and maintenance is not up to date	All of 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 of: taste, colour, odour, staining.	Meets customer expectations year round on all of: taste, colour, odour, staining.										
Reliability	Water quality notices are infrequent and short in duration	Boil water notices are in effect in most years, or treated water consistently fails to meet a chemical or radiological	Boil water notices occur no more often than every 5 years, or treated water fails to meet a chemical or radiological	Water quality consistently meets all regulatory requirements.	Water quality consistently meets all regulatory requirements, and testing is done for additional identified risk parameters										

LOS Template – Reporting Out

4) Reporting Out
 This worksheet documents step 8 in the LOS process.
 Hide the rows related to service areas that are not applicable to your municipality. Then, hide the rows where there is no level of service gap.

What are the highest priority areas to address, and what steps can be put in place to ensure services are continued to be delivered in a reliable and transparent manner?
 How can this process be communicated?

8
 Prepare a
 Service
 Delivery Plan

Documented Level of Service Report

[Your Community Name] [Date]

This report provides a summary of staff and asset management committee estimates of the current community levels of service and actions required to bring current levels of service in line with levels of service objectives. [Your Community Name] has the following goals and commitments in service delivery:

- Comply with all legislative requirements.
- Provide capacity, quality, and reliability expected by Council and residents.
- Ensure the safety of services and infrastructure.
- Consider sustainability and long-term benefits to future generations.

Service Characteristic	Current Level of Service	Performance Gap	Describe Performance Gap to be Addressed	Sustainability Gap	Describe Sustainability Gap to be Addressed	Preferred Option	Lifecycle Costs	Timeframe	Decommissioning Cost (+\$) or Salvage Value (-\$)	Notes
Potable Water										
Regulatory	Drinking water quality complies with statutory requirements	No					The Capital Expense is Unknown The Yearly Cost is Unknown The Decommissioning Cost is Unknown		\$0	
Capacity / Availability							The Capital Expense is Unknown The Yearly Cost is Unknown The Decommissioning Cost is Unknown			
Capacity / Availability							The Capital Expense is Unknown The Yearly Cost is Unknown The Decommissioning Cost is Unknown			
Safety							The Capital Expense is Unknown The Yearly Cost is Unknown The Decommissioning Cost is Unknown			
Quality							The Capital Expense is Unknown The Yearly Cost is Unknown The Decommissioning Cost is Unknown			
Quality						Improve public information on door hanger notices for	The Capital Expense is One time cost of purchasing ne door hangers. Replacement cost as hangers are lost / damaged negligible over the long term.			

LOS Template – Interim Actions

	A	B	C	D
1	5) Interim Actions			
2	This worksheet is intended for notes, so interim actions can be documented and tracked. For example, where you aren't ready to complete the			
3	whole table, but you've been able to identify where you're at and what next steps are needed.			
5		Action	Target Completion Date	Person Responsible
6	1.			
7	2.			
8	3.			
9	4.			
10	5.			
11	6.			
12	7.			
13	8.			
14	9.			
15	10.			



Where to Start?

If you haven't already, you can take the first steps towards tackling levels of service by documenting what you *already* do.



In the coming year, AMBC will be running four regional cohorts of interested local governments through a LOS workshop program.



LOS Workshops

NEXT STEPS

Questions?

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