

Level of Service Plan Charter

Overview

A key priority for the Town of Portugal Cove - St. Philip's is to be recognized as a leader of governance and service delivery. Resident satisfaction is a main driver in attachment to place and attractiveness of a community. The services we provide and the quality at which we deliver them is integral in the way residents assess our effectiveness as a Town Hall and municipal government. This was well reflected in the Strategic Plan as it was identified that there is a need to assess the level of service we provide to our businesses and residents. This assessment is to be conducted by a thorough review of:

1. The services presently provided by the Town;
2. Other services the Town is considering;
3. Expectations of the staff and Council;
4. Expectations of community

As a result of the assessment we will focus our operational efforts on six strategic services that will help establish the Town as service provider leader, by concentrating on the services that have the most impact to our residents. A resource-gap analysis will be conducted to determine any gaps in staffing and resourcing of the services provided. The final deliverable is a recommendation plan with key actions to be implemented by the Town addressing the six strategic services.

Goals

To identify the optimal level of service to taxpayers that balances public expectations with municipal best practices and affordability, thus creating the most impact on resident satisfaction and perception of the organization. Identify gaps in the current operations (facilities, human resources, organizational structure, etc) and adjustments needed to achieve this optimal level of service. Assess efficiencies in the services provided.

To that effect, the following steps are needed:

1. List and describe all services currently provided by the Town;
2. List and describe all services the Town intends to consider;
3. Gauge the expectations of the community, staff and Council for services

4. Identify six strategic services to be provided. In order to prioritize these services it is imperative that a weighting system be employed that considers the impact that a particular service has on a number of metrics. The following must be the basis of the evaluation:

- Community expectations (effective public engagement)
- Council strategic goals (impact on Strategic Plan)
- Financial impact (cost implications)
- Tangible benefits (affect on operations)
- Intangible benefits (affect on community attractiveness)

5. Identify best practises and standards for the services to be provided by the Town, in similar municipalities throughout Canada;

6. Create an optimal level of service for the six strategic services to be provided by the Town;

7. Conduct a need-gap analysis based on our current level of service and our optimal level of service for the six strategic services

Scope of Work

The scope of work can be broken down into three distinct phases:

Phase 1: Strategic operational priorities

This phase is meant to accomplish goals 1 through 4

- The Consultant will determine all services currently provided by the Town, and the ones the Town would like to provide. This analysis will be deep enough to allow for a clear understanding of the processes, methods and results of each service under analysis.
- The Consultant will use proven methods to engage staff and Council of Portugal Cove - St. Philip's to identify their priorities of town services and their expectations on levels of service
- The Consultant will use proven methods to engage the residents and businesses of Portugal Cove - St. Philip's to identify their priorities of town services and their expectations on levels of service
- The Consultant will review all current and potential services based on the following criteria:
 - Community expectations obtained from the engagement process
 - Council strategic goals based on Strategic Plan and input from Council and staff
 - Financial impact of providing or the service on the budget
 - Tangible benefits in the community or on the towns operation
 - Intangible benefits in the community or on the towns operation

➤ The Consultant will prepare a "Strategic Operational Priorities Report" identifying the six strategic services based on the results of the review. This report will include the methodology and all the findings of the review including the rationale of selecting the services to be provided.

➤ End of Phase 1: Phase 1 ends once the Report of Phase 1 has been approved by the Town

Phase 2 : Levels of Service

This phase is meant to accomplish goals 5 and 6

➤ The Consultant will engage in a best practices review with similar municipalities that are considered service provider leaders for the six strategic services the Town intends on providing. Their "Standard of Service" for these services will be identified.

➤ The Consultant will engage Council and staff to facilitate the creation of optimal service levels based on the results of the best practices review and the phase one report.

➤ The Consultant will prepare a "Standard of Service Report". This report will include the methodology and results of the best practices review and facilitated session with Council and staff. It will provide the Town's current level of service, other municipality's level of service, resident's expectations, and the recommended optimal level of service for the municipality.

➤ End of Phase 2: Phase 2 ends once the "Standard of Service Report" has been approved by the Town.

Phase 3: Need-Gap Analysis

This phase is meant to accomplish goal 7.

➤ The Consultant will conduct staff interviews and consolidate with Town provided data from Phase 1 and 2 the basis for the Need-Gap analysis.

➤ The Consultant will create a "Need-Gap Analysis Report". This report will compare the current level of service with the optimal levels of service for the six strategic services to be provided. It will detail the Town's goals and objectives and assess the impact of the changes to these services on the Town's operations and current resource levels. This report should be very detailed and provide a Recommendation Plan with steps to be taken, such as:

- Recommendations on changes to equipment and facilities
- Rearranging and acquisition of resources (staff or outside consultants)
- Modification to organizational structure if necessary

➤ This Plan will be for the Town to follow in order to maximize the optimal levels of service identified throughout the process.

➤ End of Phase 3: approval by the Town of the “Need-Gap Analysis Report”. This will conclude the project.

Deliverables

1. Strategic Operational Priorities (Phase 1)
2. Standard of Service Report (Phase 2)
3. Needs - Gap Analysis Report with Recommendation Plan (Phase 3)

Relationship to Strategic Plan

The current PCSP Strategic plan identifies several interrelated priorities that we anticipate this project will be able to partially or fully meet. The objectives may partially be met where the priority service areas selected in the project outcomes match.

- Strategic Direction 1: Community Engagement & Local Government Excellence, Objective 1. PCSP recognized as a leader for excellence in governance and service delivery, Strategic Objective 1: Develop levels of service for key service areas – This project will provide all deliverables for this strategic objective.
- Strategic Direction 1: Community Engagement & Local Government Excellence, Objective 1. PCSP recognized as a leader for excellence in governance and service delivery, Strategic Objective 4: Review key internal processes to ensure a cross departmental approach to service delivery – Through the gap analysis report this project may partially meet the objectives to identify necessary changes in internal processes to improve service delivery in the six priority service areas.
- Strategic Direction 1: Community Engagement & Local Government Excellence, Objective 1. PCSP recognized as a leader for excellence in governance and service delivery, Strategic Objective 5: Review staffing complement for the Town to identify possible gaps/solutions in resourcing – Through the gap analysis report this project may partially meet the objectives to identify gaps in staffing that will need to be changed to improve service delivery in the six priority service areas.

- Strategic Direction 3: Quality of Life, Objective 1. Invest in community facilities to build a sense of place, Strategic Objective 5: Conduct a review of municipal facilities to determine and prioritize future facility requirements for the Town – Through the gap analysis report this project may partially meet the objectives to identify community facility requirements necessary to improve service delivery in any of the related priority service areas. It may also identify other facility improvements for priority service areas not related to this strategic direction.

Budget

The 2017 municipal budget has a high level figure for the Service Level Review line item. By evaluating the RFP responses we expect to set the final project budget based on the winning proposal. The final budget will be set at the same time that a consultant is awarded the project.

Key Stakeholders

Town of Portugal Cove – St. Philip’s	Chris Milley, P.Eng., Town Manager Town Council Department Directors
Vigilant Management Inc	Grant Horwood, P.Eng., Project Director John Oliveira, EIT, Jr. Project Manager
Consultant	To be defined through RFP

Role of Project Managers

For this project the Project Manager’s Role will be to:

- develop an RFP package including an evaluation matrix based on this Project Charter
- advertise, market, and respond to inquiries about the RFP
- use the evaluation matrix to rank the proposals and provide an award recommendation report
- manage the project by monitoring and driving the consultant’s performance in the areas of scope, budget, and schedule

Milestones

Phase	Milestone	Description	Responsibility	Date
Planning Phase	M1	Meeting to define Scope of Work	Staff/PM	19/08/2016
	M2	Creation of Project Charter	Staff/PM	07/02/2017
	M3	Approval to Proceed with Project	Council	14/02/2017
	M4	Issue Request for Proposals	Staff/PM	28/02/2017
	M5	Award Consultant and Set Project Budget	Council	28/03/2017
Phase 1	M6	Start Strategic Operational Priorities Review	Consultant	04/04/2017
	M7	Submit Strategic Operational Priorities Report	Consultant	05/30/2017
	M8	Council Approval of Phase 1 Report	Council	06/06/2017
Phase 2	M9	Start Standard of Service Review	Consultant	06/07/2017
	M10	Submit Standard of Service Report	Consultant	08/01/2017
	M11	Council Approval of Phase 2 Report	Council	08/08/2017
Phase 3	M12	Start Need-Gap Analysis	Consultant	08/09/2017
	M13	Submit Need-Gap Analysis Report	Consultant	08/29/2017
	M14	Council Approval of Phase 3 Report	Council	09/05/2017