

# Inter-Utility Performance Benchmarking Model for Small-to-Medium-Sized Water Utilities: Aggregated Performance Indices

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**Abstract:** About 95% of the water supply systems in Canada are being operated by small-to-medium-sized water utilities (SMWU) serving populations less than 50,000. The representation of these utilities in National Water and Wastewater Benchmarking Initiative (NWWBI) is almost negligible due to less awareness, issues related to data availability, and financial constraints. In the present work, an inter-utility performance benchmarking model (IU-PBM) is developed, which entails consideration of 47 performance indicators (PIs) for different functional components of SMWU, such as water resources and environment, personnel, physical assets, quality of service, water quality and public health, and financial aspects. For performance benchmarking, 47 (linear, exponential, logarithmic, and polynomial) transformation functions have been established to translate the calculated PIs into performance levels between 10 and 100, which is based on literature, NWWBI reports, and expert judgment. The weights are estimated using a specific method from the literature for ranking of PIs by different water utilities in the Okanagan basin, British Columbia, Canada, and opinions of experts working in water infrastructure management. Finally, performance indices have been established by aggregating the transformed performance levels using the technique for order preference by similarity to ideal solution (TOPSIS) (i.e., based on the concept of relative closeness to the most desirable performance and remoteness from the least desirable performance). The IU-PBM results presented in the form of a web diagram demonstrate the utility's performance to the top management for pragmatic decision making. The proposed model has also been implemented for two SMWU operating in Okanagan Basin to evaluate its practicality. DOI: 10.1061/(ASCE)WR.1943-5452.0000552. © 2015 American Society of Civil Engineers.

**Author keywords:** Performance benchmarking; Performance assessment; Performance indicators; Performance index; Technique for order preference by similarity to ideal solution (TOPSIS); Small-to-medium-sized water utilities.

## Introduction

To ensure a safe and secure water supply, water utilities are experiencing challenges of increasing population, climate change, socio-economic viability, and a rapid rate of environmental degradation. The core of a water utility's business deals with managing physical assets and related services, which can be divided into functional components such as water resource management and environmental stewardship, operational practices, personnel training, physical infrastructure, customer service, water quality and public health, and socio-economic and related financial issues. Towards sustainable performance, the first step is to evaluate the existing performance of these components. The general concept of performance benchmarking is to compare

the utility's performance with the benchmarks (or guidelines and standards) established by the regulatory agencies, and through cross-comparison with other utilities (Mangos and Wine 2010; Alegre et al. 2006). Based on the results of performance benchmarking, rational decisions for effective utility management can be taken.

There were more than 2,000 water supply systems (WSSs) operating in Canada until 2009; 95% of these systems have been operated by small-to-medium-sized water utilities (SMWU) serving populations less than 50,000 (Statistics Canada 2009). As per the National Water and Wastewater Benchmarking Initiative (NWWBI) 2013 public report, 43 large utilities (50% of the utilities serving populations greater than 50,000) covering 60% of the Canadian population participated in the benchmarking process, whereas participation of the SMWU was almost negligible (NWWBI 2013). The likely reasons (not limited to) include, relatively less motivation and awareness, lack of human and financial resources, and limited capacity to data collection and inventory management. Consequently, such utilities have been managing their systems (assets) without estimating (quantitatively) their performance gaps, and whether or not they are effectively meeting their performance objectives. Therefore, there is a need for a rational and pragmatic performance benchmarking model for SMWU.

Benchmarking has become an essential and continuous activity in several organizations, and has gained strategic importance to improve their performance in today's competitive environment (Sun 2010). Several studies have been reported in literature on

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