

Policy: AD-07-02
Policy Title: Alternative Service Delivery Method
Policy Purpose: Improve service delivery performance
Implementation Date: 01/09/2007
Revision Date: N/A

TOWN OF WESTFIELD PUBLIC WORKS DEPARTMENT

ALTERNATIVE SERVICE DELIVERY METHOD POLICY

1.0 Defining Alternative Service Delivery

Alternative service delivery is the organizational and structural dimension of improving the department's performance in delivering programs and services to our customers.

Alternative service delivery has two parts:

- establishing the appropriate organizational forms within the department, outside traditional departmental structures or outside the public sector, to improve organizational performance; and
- bringing together organizations from across government, between levels of governments, or across sectors, through partnerships (for example, "single windows," co-locations, or clustering of services to citizens) to provide more seamless and citizen-centered services.

2.0 Purpose

The purpose of this policy is to ensure that:

- opportunities for improved, cost-effective services to Westfield Public Works Department (WPWD) customers are identified and acted upon;
- the potential for innovative organizational arrangements for service delivery is explored within the department as well as outside the departmental structure;
- there is an appropriate balance between innovation, effective governance and accountability;
- decisions to proceed with an alternative service delivery initiative are supported by sound information and analysis;

3.0 Policy Statement

The WPWD encourages continuous improvement and innovation in the delivery of its programs and services. Innovative organizational forms and arrangements can play an important role in improving performance. Alternative service delivery arrangements must deliver sustainable results for WPWD customers and reflect public interest.

4.0 Policy Requirements

- 4.0.1 All divisions within the WPWD should continually assess their programs and services to identify opportunities for improving service, including opportunities for alternative or innovative organizational arrangements to improve organizational performance, cost-effectiveness, and the delivery of services to WPWD customers.
- 4.0.2 Divisions within the department should explore potential for innovative organizational arrangements for service delivery within divisions prior to other forms outside this model.
- 4.0.3 All proposed alternative service delivery methods must have written justification in the form of a cost benefit analysis.

5.0 Implementation and Approval

Any division or constituent of a division proposing an alternative service delivery method must propose it to the Director of the department for consideration. Depending on the nature and significance of the proposal the Director will decide what process for approval must be taken to move forward if feasible.



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