

**Citywide Administrative Services Review  
Organizational Model for Administrative Services**

**Organizational Model Profile**

The ability of support service functions to address systemic issues, effectively provide quality services and continue to gain efficiencies is dependent on an organizational structure where lines of authority and accountability are clear and focused.

At the same time, the delivery of support services to operating bureaus is optimized, in many service areas, when bureaus have on-site access to staff providing these services.

To meet these goals, an organizational model characterized by focused customer input, service provider accountability, and clear expectations of services required and services provided will be needed. A system of service agreements will be used to meet these conditions.

Features of the Model include:

- Agreements between the Central Service provider and their customers will be used to identify and prioritize customer needs, providers costs for the services to meet those needs, timelines, and performance measurement standards. Service agreements will direct the CAO to define service expectations and create better accountability within support services systems.
- Authority, responsibility and accountability for support services citywide will be vested in the central manager. All staff citywide who work in a particular service area are to report to the central manager or a designee.
- Staff resources are to be deployed to best meet the service requirements of the operating bureaus. At the option of the support service manager staff may be deployed centrally, on-site in bureaus, grouped by common function or organized by location. The prime objective is to provide quality services to bureaus and deploy staff resources in a flexible and cost efficient manner.
- Central services will be reviewed periodically to measure adherence to service agreements and performance standards and goals.

## **Policy and Procedures Framework**

Critical to the success of the model and to the services provided to the customer is a clear statement of the policies and procedures that drive the operation of each central service. Improvements in the policy structure and in internal procedures are needed in many of the support services to clarify how these services operate, to eliminate redundant or unnecessary processes and to increase efficiencies while containing costs. The City strives to have a support service system with the following characteristics.

- Clear and up-to-date policies, standards and procedures.
- A strong and focused emphasis on customer service.
- Clear roles and responsibilities for central service providers and for bureaus
- Streamlined and efficient processes.
- The ability to quickly and efficiently address issues, needs and opportunities.
- The ability to implement alternative service delivery options (in-source, out-source, partnerships, etc.) when cost differences and/or service issues make it advantageous to do so.
- Processes for the continuous evaluation of service quality and costs. Market testing and benchmarking procedures used to measure internal services against other government providers and private businesses.