GOVERNMENT OF THE PHILIPPINES

LOCAL GOVERNMENT ORGANIZATIONAL MODELS

GUIDEBOOK FOR CITIES

A technical assistance guidebook providing options for city government organization.
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Republic of the Philippines
CIVIL SERVICE COMMISSION

Republic of the Philippines
DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT

CSC-DILG Joint MC # 1, s. 1993

To: ALL PROVINCIAL GOVERNORS, CITY MAYORS, MUNICIPAL MAYORS AND SANGGUNIAN MEMBERS

Subject: **Guidebook on Local Government Organizational Models**

The Civil Service Commission jointly with the Department of the Interior and Local Government is actively providing technical assistance to local government units as mandated in the Local Government Code of 1991. Part of this assistance is the publication of Guidebooks on Model Organizational Structures for Local Government Units.

There are three Guidebooks one each for provinces, cities and municipalities. Each Guidebook contains a variety of structural models, each of which takes into consideration basic service delivery priorities and financial capacity of the various income classes of each type of local government unit.

To enable local government units to fully benefit from the use of the Guidebooks, the following shall be provided jointly by the CSC and the DILG:

1. Each local government unit shall be provided with a copy of the appropriate Guidebook; and

2. Technical assistance in the interpretation, selection or design of appropriate structural model suited to the specific needs of the local government unit.

No particular model is prescribed. Rather, in consonance with the spirit of the provisions of the Local Government Code of 1991, Provincial Governors, City and Municipal Mayors are enjoined to take advantage of the opportunities offered by the Guidebooks and the technical assistance being rendered by both the CSC and the DILG to enable them to come up with organizational structures most appropriate to their specific needs.

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January 5, 1993

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1. INTRODUCTION

This guidebook was designed with the interest of local government units, particularly cities, foremost in consideration. It is presented in an easy to understand and easy to interpret language, using familiar and commonly used words and phrases. To help the reader in understanding the guidebook in general and in interpreting the organizational models in particular, a section on how to interpret the charts is provided together with a position information chart, and a list of basic services considered in the models.

Another section is also provided for easy reference on the functional description of offices included in the organizational models.

A summary of the basic models is also provided. This is helpful in determining at a glance the various basic model options available.

A glossary of terms and abbreviations used is found at the end of the guidebook.

There are two main references used in the preparation of the guidebook. The first main reference is Republic Act No. 7160, otherwise known as the Local Government Code of 1991, and its Implementing Rules and Regulations. These provided the legal framework necessary for the conceptualization of the model organizational structures. In addition, Civil Service Commission MC #19, s. 1992 dated May 7, 1992 and Executive Order No. 503 dated January 22, 1992 are used.

The second main reference is the result of a survey conducted by the study team contracted for the purpose of preparing this Guidebook. The survey results provide invaluable insights into the actual service priorities of local government units, their present organizational set-up, and other details which were utilized by the team in designing the models.

All the information, comments and suggestions gathered provided the study team with creative ideas which made possible the variety of model options presented in this guidebook, which includes 8 basic models and 13 sub-models for cities or a total of 21 models.

The models range from the most complete or maximum number of offices to the most basic where some offices are merged with other related offices; some offices are reduced to mere functions of other offices; and in some cases, taking into consideration the financial constraints of some local government units (LGU), no mention is made of either office or function, although suggestions are provided on possible joint agreements with other LGUs or non-governmental organizations which can possibly provide assistance in the performance of such functions. All these suggested variations, of course, took into consideration the program thrusts and service priorities of the target LGUs.

It is hoped that this guidebook contains enough model options from which the LGU can choose one suited to their particular needs, or if there is no one model which exactly fits an LGUs needs, the variety of models should be able to provide enough ideas or a combination of ideas which will enable a specific LGU to come up with its own organizational structure which exactly fits its needs.

II. INTERPRETING THE CHARTS

A. HOW TO INTERPRET THE ORGANIZATIONAL MODELS/CHARTS

This guidebook contains organizational models which are suggested for various income classes of cities. It has eight basic models and 13 sub-models, or a total of 21 models.

The charts are presented as either basic models, or as sub-models. Each model is accompanied by a brief description, entitled **"Key Features."** A detailed **rationale** for each model is contained in an accompanying page which bears the exact title of the Model.

KEY FEATURES

This is located at the upper leftmost corner of the page where the Model is found. It contains a very brief description of the Model, its unique features, and similarities with other models.

RATIONALE FOR MODELS

Each model is provided with a rationale. This is found on the left hand page preceding the model.

It contains the following details:

1. Key considerations in designing the model;
2. A more detailed discussion of its features, which include:
   a) the number of offices included in the model,
   b) the positions included,
   c) merged or deleted offices, if there are any,
   d) clustering of offices, if any, and
   e) cost of maintenance in terms of administrative and personal services expense, as compared with other models.
3. Service priorities compatible with the model; and
4. A complete of offices included in the model.

BASIC MODELS

These are the models which bear only a single letter in their respective titles, i.e. Model A, Model B, Model C.

1. There are eight basic models in this Guidebook.
2. Each basic model represents one set of offices which is not duplicated in any of the other basic models.
3. The most number of offices is found in Model A, which has 24 offices, and the least number of offices is found in Model H, which has a set of 14 offices.

SUB-MODELS

These are the models which bear both the basic model's title and an additional number to identify it from other sub-models of the same basic model, i.e., Model A-1 and Model A-3 are sub-models of Model A, and Model B-1 is a sub-model of Model B.

1. There are 13 sub-models in this Guidebook.

2. The sub-models have basically the same characteristics:

   a) All are patterned after their respective basic models, which means that they have exactly the same number and titles of offices as the basic model.

      Example: 1. Model A-1 has the same number and titles of offices as Model A.

      2. Model C-1 has the same number and titles of offices as Model C.

   b) All offices under the *general* supervision of the City Mayor are divided into clusters.

3. The sub-models belonging to the same basic model differ only in one aspect: its cluster heads. If there are two sub-models, the office clusters in one are each headed by a Chairman, and the office clusters in the other are each headed by an Assistant City Administrator.

   Example: Office clusters in Model A-1 are each headed by a Chairman, while office clusters in Model A-2 are each headed by an Assistant City Administrator.

CLUSTERING OF OFFICES

The clustering of offices is a common characteristic of sub-models in this Guidebook. This is done to give the City Mayor various options on mechanisms which can be used to effect closer coordination of offices under his *general* supervision.

The clustering of offices in all the sub-models are done in the same manner. All staff offices are placed in one cluster, while all technical service offices are placed in another cluster.

The office clusters, however, vary in the sense that:

1. The number of offices within each cluster differ, depending on the number of offices included in the organizational model; and

2. The offices included under each cluster also differ, depending on the set of offices included in the model.

Some Notes on the Clustering of Offices:

1. There is no hard and fast rule in determining the number and types of offices to be placed in one cluster. The number and combination of offices to be placed in one cluster will depend on the needs and priorities of the specific local government unit.

   Clustering of offices may be determined by any or a combination of the following factors:

   a) Types of offices. Putting together all staff or management support offices in one cluster; and all line or technical offices in another cluster. Or each cluster may be composed of a combination of both line and staff offices;

   b) Geographical location of offices. In instances where offices are located in different parts of the city, it may be better to consider putting in one cluster offices which are geographically near each other; and

   c) Offices with related functions may be placed together in one cluster, i.e. agriculture, environment and natural resources, veterinary services, and cooperatives in one cluster.

2. Clustering of offices may not be necessary in some instances, as shown in the basic models. So it is up to the city government to determine whether it is necessary to use this mechanism or not.

3. The combination of offices placed within one cluster will depend on the needs and priorities of the city government.

4. Clustering is very helpful in coordinating the programs and activities of offices especially in large local government organizations.

5. Clustering is also very helpful in giving the City Mayor and the City Administrator more time for other projects and activities which are better attended to personally.

6. An office cluster may be headed not only by a Chairman or an Assistant City Administrator. It may also be headed by a Coordinator, a Team Leader, or by other such titles.

7. There are also several ways of appointing or designating the head of a cluster. As suggested in the rationale of the models, it may be by permanent appointment, or by designation with a limited term of office.

8. The selection of a cluster head may be made from among the heads of offices within each cluster. Or it may be done in other ways, like by consensus of the division chiefs concerned, or the employees within one cluster. Or if the cluster head is appointed in a permanent position, the selection can be by promotion, or by recruitment from other outside sources.

HOW TO LOOK FOR THE OFFICES

In general, each of the offices has its specific location in the charts. Hence, it will be convenient to remember the following when looking for certain offices in the charts.

1. At the topmost middle of the chart is the office of the City Mayor.

2. At the same level on the right side of the office of the City Mayor, connected by broken lines, is the Sanggunian. Placing the Sanggunian at the same level as the office of the City Mayor indicates an equal level of responsibility, one as the executive branch, the other as the policy-making body of the city government.

   The broken lines indicate a symbiotic relationship between the local chief executive and the Sanggunian which is the legislative arm of the local government unit.

3. Below the Sanggunian, connected by a solid line is the Office of the Sanggunian Secretary, which is under the *general* supervision of the Sanggunian.

4. All offices under the executive branch are found below the office of the City Mayor.

5. All offices under the *direct* supervision of the City Mayor are connected to it by solid lines without any other office placed between them.

6. All other offices are under the *general* supervision of the of the City Mayor.

7. Offices performing predominantly staff functions or management support services are found left of center immediately below the office of the city mayor or the administrator, if there is any.

8. Offices performing predominantly line functions are found at the next lower level.

9. At the bottom of the chart under the executive branch are the barangays which are also under the *general* supervision of the city mayor.

THE OFFICES

1. Each office is represented by a box.

2. Generally, each box contains:

   a) the office title, in capital letters; and
   b) the title of the highest officer of the office.

3. In some instances, a partly hidden box(es) is found behind the main box. This indicates that another office(s) has been merged with that particular office. The partly hidden box(es) contains the title of the highest officer of the office which has been merged.

4. Oftentimes, the merger of two or more offices is indicated in the office title which bears the combined titles of the merged offices.

   Example: The Office on Environment and Natural Resources is merged with the Office for Agricultural Services.

   a) The office title becomes "Office for Agriculture, Environment, and Natural Resources."

   b) In this case, the upper portion of the main box contains the office title which is OFFICE FOR AGRICULTURE, ENVIRONMENT, AND NATURAL RESOURCES.

   c) The lower portion of the main box contains the title of the highest officer of the Office for Agricultural Services, which is the Agriculturist.

   d) The partly hidden box contains the title of the highest officer of the Office on Environment and Natural Resources, which is the Environment and Natural Resources Officer.

5. In some cases, a broken line is found inside a box. This indicates that an office(s) has been deleted, and its functions placed under the responsibility of that particular office. The said function is found under the broken line, preceded by a plus sign, indicating that that particular function is now an added responsibility of the office.

   Example: The Office on Population Development is deleted and its functional responsibilities are now placed under the Office on Health and Social Welfare Services.

   a) The office title "Office on Health and Social Welfare Services" is retained.

   b) The position title of the highest officer of the Office on Health and Social Welfare Services, which is the Health Officer, is found under the office title.

   c) Below the Health Officer is found the following:

   \+ population development function

B. POSITION INFORMATION CHART

POSITION	SALARY	OFFICE	CLASSIFICATION			MANDATORY			OPTIONAL			EXISTING POSITION		
			E	C	C-T	P	C	M	P	C	M	P	C	M
Governor	G-30	Office of the Provincial Governor	X									X		
Vice-Governor	G-28	Sangguniang Panlalawigan	X									X		
Sangguniang Panlalawigan Member	G-27	Sangguniang Panlalawigan	X									X		
City Mayor	G-30	Office of the City Mayor	X										X	b
City Vice-Mayor	G-28 (HU) G-26 (C)	Sangguniang Panlungsod	X										X	
Sangguniang Panlungsod Member	G-27 (HU) G-25 (C)	Sangguniang Panlungsod	X										X	
Municipal Mayor	G-27	Office of the Municipal Mayor	X											X
Municipal Vice-Mayor	G-25	Sangguniang Bayan	X											X
Sangguniang Bayan Member	G-24	Sangguniang Bayan	X											X
Secretary to the Sanggunian	equal to head of department or office	Office of the Secretary to the Sanggunian		X		X	X	X				X	X	X
Treasurer		Treasury Office		X		X	X	X				X	X	X
Assessor		Assessor's Office		X		X	X	X				X	X	X
Accountant		Accounting and Internal Audit Service		X		X	X	X						
Budget Officer		Budget Office		X		X	X	X						
Planning and Development Coordinator		Planning and Development Office		X		X	X	X				X	X	M
Engineer		Engineering Office		X		X	X	X				X	X	(X)
Health Officer		Office on Health Services		X		X	X	X						
Civil Registrar		Office of the Civil Registry		X			X	X					(X)	
Administrator		Office of the Administrator			X	X	X				X	X	(X)	
Legal Officer		Office for Legal Services			X	X	X				X		(X)	
Agriculturist		Office for Agricultural Services		X		X				X	X	X	(X)	
Social Welfare and Development Officer		Office on Social Welfare and Development Services		X		X	X				X		(X)	
Environment and Natural Resources Officer		Office on Environment and Natural Resources		X					X	X	X			
Architect		Office on Architectural Planning and Design							X	X	X			
Information Officer		Office on Public Information			X				X	X	X			
Cooperatives Officer		Office for the Development of Cooperatives		X					X	X				
Population Officer		Office on Population Development		X					X	X	X			
Veterinarian		Office for Veterinary Services		X		X	X						(X)	
General Services Officer		Office on General Services		X		X	X						(X)	

Legend:

(X) - Highly Urbanized Cities or First Class Municipalities
(HU) - Highly Urbanized Cities
(C) - Component Cities
E - Elective
C - Career
C-T - Co-Terminus
P - Province
C - City
M - Municipality

C. LIST OF BASIC SERVICES CONSIDERED IN THE MODELS

The following is a list of basic services which were considered in designing the models. Most of these services were included in the survey questionnaire administered to provinces for the purpose of determining which among them are considered as priorities. The survey included samplings from all income classes of provinces.

There are some basic services included in this list which were not included in the survey questionnaire, but which were listed by the respondents as priorities, or which surfaced as priorities during the field visits and key persons interview conducted by the study team for the purpose.

Agricultural Research
Agricultural Extension
Communication Facilities/Services
Community Based Forestry Programs
Cooperatives
Economic Enterprises
Environmental Programs
Environmental Law Enforcement
Field Health Services
Garbage Collection
Hospital Services
Housing Projects
Information Services Program
Irrigation
Livelihood Programs
Police and Fire Services/Facilities
Public Markets
Public Works and Infrastructure Projects
School Buildings Program
Slaughterhouse
Social Welfare Services
Solid Waste Disposal System
Tertiary Health Services
Tourism Facilities
Tourism Development and Promotion
Transportation Facilities/Services
Water System

III. FUNCTIONAL DESCRIPTION OF OFFICES IN CITY GOVERNMENTS

The LGU organizational models found in this guidebook include all or some or a combination/merger of the offices listed below. Most of these offices are provided for under the new Local Government Code. However, there are a few which are not specifically mentioned in the Code, i.e., those offices which bear merged titles or the Office for Human Resource Management, which is provided for by an issuance of the Civil Service Commission based on the provisions of the Code. The Office for Economic Enterprise Development and Management is not found in the Code, but exists in some cities and provinces and is offered here as a useful option.

In using the office titles indicated in this guidebook, the city mayors, are, however, cautioned that their choice of office titles *is not limited* to what is contained in the models. They may have other programs which need new or other offices which are not found in the models. In such instances, it will be more advantageous for them to consider these needs in finally coming up with their own organizational structures.

Listed below are words and phrases commonly used in this guidebook. It may be helpful to take note of how they are used.

Office is the highest structural unit within the LGU organizational structure. It is in charge of a group of related functions, and is headed by a duly elected, appointed, or designated official.

Position is a job title to which a person is elected, appointed, or designated in order to carry out a definite set of functions or duties and responsibilities.

Function is a set of duties and responsibilities assigned to an office or a position.

Operational component is an organized set of functions assigned to an office.

Mandatory Obligatory in character; as in mandatory position which the LGU is directed to create or maintain.

Optional Depending on choice or need; as in optional position which the LGU may choose to create/maintain or not, depending on need or financial capacity.

Staff office A structural unit which is not directly in charge of technical services or service delivery to the public but, which is in charge of functions supportive of the tasks of management and technical or service delivery offices.

Line office A structural unit directly in charge of technical services or service delivery to the public.

OFFICE OF THE CITY MAYOR

This is the office of the chief executive of the city government. Where deemed viable, it may take under its *direct* supervision some of the functions or offices of the city government.

The following, among others, are organizational units which may be placed directly under this Office:

1. Civil Security Unit, if it exists;

2. The City Mayor's Personal or Confidential Staff, whose appointments are co-terminus with the term of office of the City Mayor.

This Office is headed by the City Mayor himself, who is an elected official.

SANGGUNIANG PANLUNGSOD

This Office is the legislative body of the city government. It is a separate entity placed parallel with that of the Office of the City Mayor to signify equality and independence of each other's responsibility.

The following compose the Sanggunian:

1. City Vice-Mayor as the presiding officer; and
2. Sanggunian Members.

This Office is headed by the City Vice-Mayor, who is also an elected official.

OFFICE OF THE SECRETARY TO THE SANGGUNIAN

This is an office which may not be merged with any of the other offices directly under the Office of the City Mayor since it is directly under the Sanggunian, the legislative body of the city government.

The following may be considered as the standard operational components of this Office:

1. Sanggunian Secretariat (Journals and Minutes, and Ordinances and Resolutions);

2. City Library; and

3. City Archives.

This Office is headed by the Secretary to the Sanggunian, a mandatory position for cities, municipalities, and provinces.

OFFICE OF THE CITY ADMINISTRATOR

This Office is an extension of the Office of the City Mayor.

The following may be considered as the operational components of this Office:

1. Special Projects Development and Management;
2. Inter-Office and Inter-Agency Coordination and Assistance; and
3. Organizational Development.

This Office is headed by the City Administrator, a mandatory position, whose appointment shall be co-terminus with the term of office of the City Mayor, except those who were appointed as permanent prior to the effectivity of the new Local Government Code. The position of Administrator is also mandatory for provinces, but is optional for municipalities.

ACCOUNTING AND INTERNAL AUDIT SERVICES

This is a staff office which, when maintained separately from other offices, preserves proper checks and balances in the financial operations of the city government.

The following may be considered as the operational components of the office:

1. Accounting Services; and
2. Internal Audit Services.

This Office is headed by an Accountant, a mandatory position for cities, municipalities, and provinces.

BUDGET OFFICE

This is a staff office, the functions of which may be kept separate or merged with the responsibilities of the Planning and Development Office since budgeting is an inevitable component of planning.

The following may be considered as operational components of this Office:

1. Inter-Office Coordination and Assistance on Budget Preparation; and
2. Budget Integration and Reports Preparation.

This Office is headed by a Budget Officer, a mandatory position for cities, municipalities, and provinces.

PLANNING AND DEVELOPMENT OFFICE

This is a staff office which, if maintained separately from other offices, will maximize the planning and development capability of the city government. It may, however, include with it the functional responsibilities of the Budget Office, which is a necessary component of planning.

The following may be considered as the operational components of this Office:

1. Inter-Office Coordination and Assistance on Plans and Programs Preparation;

2. Plans and Programs Integration;

3. Fiscal Plans and Policies;

4. Local Development Council Secretariat Services.

This Office is headed by a Planning and Development Coordinator, a mandatory position for cities, municipalities, and provinces.

OFFICE FOR LEGAL SERVICES

This is a predominantly staff office. In cases where the city government does not feel the need to maintain a full office complement for purposes of effectively performing the functions of this Office, it may be merged with the Office of the City Mayor, with the Legal Officer as a member of the staff or as head of the unit.

The following may be considered as the operational components of this Office:

1. Legal Research;
2. Legal Opinion;
3. Investigation and Prosecution;
4. Public Legal Assistance.

This Office is headed by a Legal Officer, a mandatory position for cities and provinces, but optional for municipalities.

OFFICE ON GENERAL SERVICES

This is a staff office which shall take charge of the administrative functions for the entire city government. It may be maintained as a separate office, or in cases where the city feels that it is not financially viable to maintain a separate office for this purpose, its functions may be merged with that of the Office of the City Administrator.

The centralized character of this office's operations will offer the following advantages to the local government unit concerned:

a) It will curb the present practice of having a separate administrative staff in each office, which is financially disadvantageous to the city government;

b) The head of each office will no longer be saddled with various administrative details, therefore giving them a better chance to pay more attention to the technical requirements of their operations;

c) It will help streamline the planning and budgeting system, since it will be possible to consolidate all the financial, equipment, supplies and materials requirements of all the offices within the city government;

d) Procurement, storage, and withdrawal of supplies, materials, and equipments will be effectively prioritized and as a result, emergency purchases will also be minimized;

e) A centralized records management system will ensure:

* immediate retrieval of documents;

* immediate access to documents;

* better physical safety of documents;

* less number of records personnel needed to handle city records and archives; and

* immediate pinpointing of responsibility in terms of safety and accountability for records keeping.

The following may be considered as the operational components of the Office:

1. Records Management;

2. Security Services;

3. Property and Supplies Management (procurement, storekeeping, maintenance, disposal);

4. Janitorial Services.

This Office is headed by a General Services Officer, a mandatory position for cities and provinces. The Code does not mention whether such position is mandatory or optional for municipalities.

TREASURY OFFICE

This is a line office which, when maintained separately from other offices, will enable the city government to maximize benefits from its financial operations.

The following may be considered as the operational components of this Office:

1. Tax Education and Information;
2. Field Inspection of private, commercial, or industrial establishments;
3. Disbursements;
4. Cash Receipts.

Technical supervision will be exercised by the Provincial Treasurer over all treasury offices of its component cities.

This Office is headed by a Treasurer, a mandatory position for cities, municipalities, and provinces.

ASSESSOR's OFFICE

This is a line office which, when maintained separately from other offices, will enable the city government to maximize its revenue generating capability.

The following may be considered as the operational components of this Office:

1. Tax Mapping;
2. Real Property Valuation and Assessment;
3. Real Property Identification and Accounting;
4. Field Surveys for Assessment Rolls;
5. Assessment Records and Reports.

The Provincial Assessor shall:

* exercise technical supervision and visitorial functions over all assessors of component cities; and

* coordinate with the assessors of component cities in the conduct of tax mapping operations and all other assessment activities, and provide all forms of assistance therefore; provided, however, that upon full provision by the component city concerned to its assessor's office of the minimum personnel, equipment, and funding requirements as may be prescribed by the Secretary of Finance, such functions shall be delegated by the Provincial Assessor to the City Assessor.

This Office is headed by an Assessor, a mandatory position for cities, municipalities, and provinces.

OFFICE ON HEALTH SERVICES

This is a line office, which, when maintained separately from other offices, will ensure maximum attention paid to the health service needs of the city government. The Office on Social Welfare and Development Services and the Office on Population Development may be merged with this office when it is not practical to maintain separately either or both of the two earlier mentioned offices.

On the other hand, this Office may also be merged with the Office on Social Welfare and Development Services, together with the Office on Population Development, depending on the need of the city government.

The following may be considered as the operational components of this Office:

1. Health Policies, Ordinances and Programs Development and Implementation;
2. Sanitary Inspection;
3. Health Information and Education;
4. Health Services Administration;
5. Inter-Agency Coordination on Health Policies and Programs for both Government Offices and Non-Governmental Organizations.

The Provincial Health Officer shall exercise general supervision over health officers of its component cities.

This Office is headed by the Health Officer, a mandatory position for cities, municipalities, and provinces.

OFFICE ON SOCIAL WELFARE AND DEVELOPMENT SERVICES

This is a line office, which under certain circumstances, may be merged with the Office on Health Services. Where it is not viable to maintain a separate Office on Population Development, it may also be merged with this Office.

On the other hand, it is also possible for the Office on Health Services to be merged with this Office when the city government deems it not necessary to have a separate office on health services.

The following may be considered as the operational components of this Office:

1. Child Development and Protection;
2. Nutrition Service;
3. Youth Welfare and Development;
4. Special Welfare Programs for the Elderly, Disabled, etc.;
5. Social Upliftment Services;
6. Disaster Relief Assistance;
7. Inter-Agency Coordination on Social Welfare and Development for both Government Offices and Non-Governmental Organizations.

This Office is headed by the Social Welfare and Development Officer, a mandatory position for cities and provinces, but optional for municipalities.

OFFICE ON POPULATION DEVELOPMENT

This is a line office which, under certain circumstances, may be merged with the Office on Social Welfare and Development Services or the Office on Health Services.

The following may be considered as the operational components of this Office:

1. Population Development Information and Education;
2. Population Development Assistance;
3. Responsible Parenthood Promotion.

This Office is headed by a Population Officer, an optional position for cities, municipalities and provinces.

OFFICE OF THE CIVIL REGISTRY

This is a line office which may be maintained separately from other offices, or merged with any other office doing related functions.

The following may be considered as the operational components of this Office:

1. Civil Registration Program Development and Implementation;
2. Document Registration and Preservation;
3. Coordination with the National Statistics Office in Educational Campaigns for Vital Registration;
4. Assistance in Demographic and Statistics Preparation;
5. Issuance of Certified Copies of Registered Documents.

This Office is headed by a Civil Registrar, a mandatory position for cities and municipalities. The Code does not provide for a Civil Registrar position in provinces.

ENGINEERING OFFICE

This is a line office which, if maintained separately from other offices, will ensure maximum attention paid to infrastructure projects of the city government. When the maintenance of a separate Office on Architectural Planning and Design is deemed not viable, it may be merged with this office.

The following may be considered as the operational components of this Office:

1. Infrastructure Planning and Development;
2. Construction and Maintenance;
3. Quality Control;
4. Motor Pool.

Technical supervision will be exercised by the Provincial Engineer over the engineering office of component cities.

This Office is headed by an Engineer, a mandatory position for cities, municipalities, and provinces.

OFFICE ON ARCHITECTURAL PLANNING AND DESIGN

This is a line office which, under certain circumstances, may be merged with the Engineering Office.

The following may be considered as the operational components of this Office:

1. Human Settlements Planning;
2. Inter-Agency Coordination on Architectural Planning and Design of Government Agencies and Non-Governmental Organizations.

This Office is headed by an Architect, an optional position for cities, municipalities, and provinces.

In cases where the city government does not feel the need to hire the services of a full-time Architect, it may seek the assistance of or enter into a joint agreement with another local government unit or a non-governmental organization(s) to enable it to take care of its architectural planning and design requirements, if any.

OFFICE FOR AGRICULTURAL SERVICES

This is a line office which, when maintained separately from other offices, will enable the city government to maximize its attention on its agricultural programs. It may, however, under certain circumstances, include under its responsibility the functions of either or all of the offices on environment and natural resources, veterinary services, and the development of cooperatives, where the city government deems it not viable to maintain separate offices for either or all of these aforementioned offices.

The following may be considered as the operational components of this Office:

1. Research and Development;
2. Extension Services;
3. Information and Education;
4. Inter-Agency Coordination on Agricultural Productivity of government offices and non-governmental organizations.

This Office is headed by an Agriculturist, an optional position for cities and municipalities, but mandatory for provinces.

OFFICE ON ENVIRONMENT AND NATURAL RESOURCES

This is a line office which may be merged with the Office for Agricultural Services, whenever the city government deems it not necessary to have a separate office for environment and natural resources.

The following may be considered as the operational components of this Office:

1. Environmental Protection and Conservation;
2. Extension Services;
3. Inter-Agency Coordination on the Prevention of Pollution with both government offices and non-governmental organizations.

This Office is headed by an Environment and Natural Resources Officer, an optional position for cities, municipalities, and provinces.

In cases where the city government does not have any personnel to take charge of environment and natural resources functions, it may enter into a joint agreement with non-governmental organizations which shall assist the city government in taking care of such responsibility, if any.

OFFICE FOR VETERINARY SERVICES

This is a line office which, under certain circumstances, may be merged with the Office for Agricultural Services.

The following may be considered as operational components of this Office:

1. Domestic Animals Regulation;
2. Animal Protection Services;
3. Animal Health Services;
4. Consumer Protection on Consumable Animals and Animal Products.

This Office is headed by a Veterinarian, a mandatory position for cities and provinces. The Code, however, does not mention whether it is mandatory or optional for municipalities.

OFFICE FOR THE DEVELOPMENT OF COOPERATIVES

This is a line office which, if maintained separately from other offices, will enable the city government to take care of its needs in the organization of new cooperatives, rehabilitation of those which need enhancement, assistance to those which need it, and cooperatives information and education. But if the city government deems it not necessary to have a separate office for this purpose, it may be merged with either the Office for Agricultural Services or the Office for Economic Enterprise Development and Management (if such an office exists in the municipality).

In cases where the cooperatives are purely for agricultural purposes, this office may be merged with agricultural services. In cases, however, when the cooperatives to be organized or are in existence deal not only with agriculture but with other concerns, this responsibility may be merged with that of economic enterprise development and management. Otherwise, it may be more practical to maintain a separate office for cooperatives development.

The following may be considered as the operational components of this Office:

1. Cooperatives Organization;
2. Cooperatives Rehabilitation;
3. Cooperatives Assistance;
4. Cooperatives Information and Education.

This Office is headed by a Cooperatives Officer, an optional position for cities and provinces. The Code, however, does not mention whether this position is optional or mandatory for municipalities.

OFFICE ON PUBLIC INFORMATION

This is a line office which may be merged with the Office of the City Administrator or the office of the City Mayor when it is not practical to maintain a separate office for this purpose.

The following may be considered as the operational components of this Office:

1. Public Information;

2. Inter-Office and Inter-Agency Coordination on Information (private individuals, business, government offices, and non-governmental organizations).

This Office is headed by an Information Officer, an optional position for cities, municipalities, and provinces.

OFFICE FOR HUMAN RESOURCE MANAGEMENT

This is a staff office, the functions of which are included as part of the responsibilities of the Office of the Administrator under the Local Government Code. However, the Local Government Code, under Title Three, Chapter 2, Sec. 454 (c)(2) also provides that the Sangguniang Panlungsod "may create such other offices as may be necessary to carry out the purposes of the city government."

Where practicable, maintaining a separate office for human resource management will enable the city government to better take care of its personnel needs. It will also allow the city government to have a more effective personnel management program, the result of which is a more effective and professional workforce.

Where it is not practical to maintain a separate office for human resource management, the function of this office shall form part of the responsibilities of the Office of the City Administrator.

The following may be considered as the operational components of this Office:

1. Recruitment and Selection;
2. Personnel Training and Development;
3. Performance Appraisal;
4. Merit Promotion;
5. Leave Administration;
6. Retirement, and Other Personnel Services.

This office is headed by a Human Resource Management Officer which is neither a mandatory nor an optional position for provinces, cities, and municipalities.

OFFICE FOR ECONOMIC ENTERPRISE DEVELOPMENT AND MANAGEMENT

This is a line office which may be created by the Sangguniang Panlungsod whenever it deems it necessary to enable the city government to effectively develop new or manage existing public enterprises which will contribute to the economic development of the city.

The following may be considered as the operational components of this Office:

1. Business Promotion;
2. Public Enterprise Development;
3. Public Enterprise Management;
4. Public Enterprise Financial Management;
5. Business Permits and Licenses;
6. Market Administration or Supervision;
7. Slaughterhouse Operation;
8. Tourism and Industry Services

In the absence of this Office, its operational components may be assigned as follows:

* Numbers 1, 2, 3, 4 and 8, to the Office of the City Administrator or the Office of the City Mayor;

* Numbers 5 and 6, to the Office of the City Administrator or to the Treasury Office; and

* Number 7, to the Office for Veterinary Services, or the Office for Agricultural Services.

This Office is headed by an Economic Enterprise Officer, which is neither a mandatory nor an optional position for cities, municipalities, and provinces.

IV. ORGANIZATIONAL MODELS FOR CITIES

CITY Model A

May be adopted by Highly Urbanized and First Class Cities

Key Considerations:

1. The city is financially capable of maintaining all the offices included in the model;
2. The maintenance of all the offices is considered vital in the delivery of services to the city's constituents; and
3. Its total service delivery system requires the creation and maintenance of offices which are not provided for in the Local Government Code, such as the Office for Economic Enterprise Development and Management and the Office for Human Resource Management.

Features:

1. This model has twenty-four offices.
2. The line and staff offices are directly under the Administrative supervision of the City Mayor, through the City Administrator.
3. This structure is very expensive because:

   - it provides for the creation and maintenance of twenty-four offices; and
   - it needs more personnel complement to maintain the offices.

Service Priorities:

The service priorities in this and the other models were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for First Class Cities, including the highly urbanized cities, are:

1. Public Works and infrastructure projects;
2. Public markets;
3. Environmental programs and environmental law enforcement;
4. Solid waste disposal;
5. Field health services;
6. Hospital services;
7. Social welfare services;
8. Schoolbuilding program;
9. Police/fire services/facilities; and
10. Slaughterhouse.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)

9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office on Population Development (OPD)
16. Engineering Office (EO)
17. Office on Architectural Planning and Design (OAPD)
18. Office on Public Information (OPI)
19. Office of the Civil Registry (OCR)
20. Office for Agricultural Services (OAS)
21. Office for Veterinary Services (OVS)
22. Office on Environment and Natural Resources (OENR)
23. Office for the Development of Cooperatives (ODC)
24. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

The following offices are included in this model because they provide support to the other line offices in the total delivery of services, particularly the service priorities of Highly Urbanized and First Class Cities:

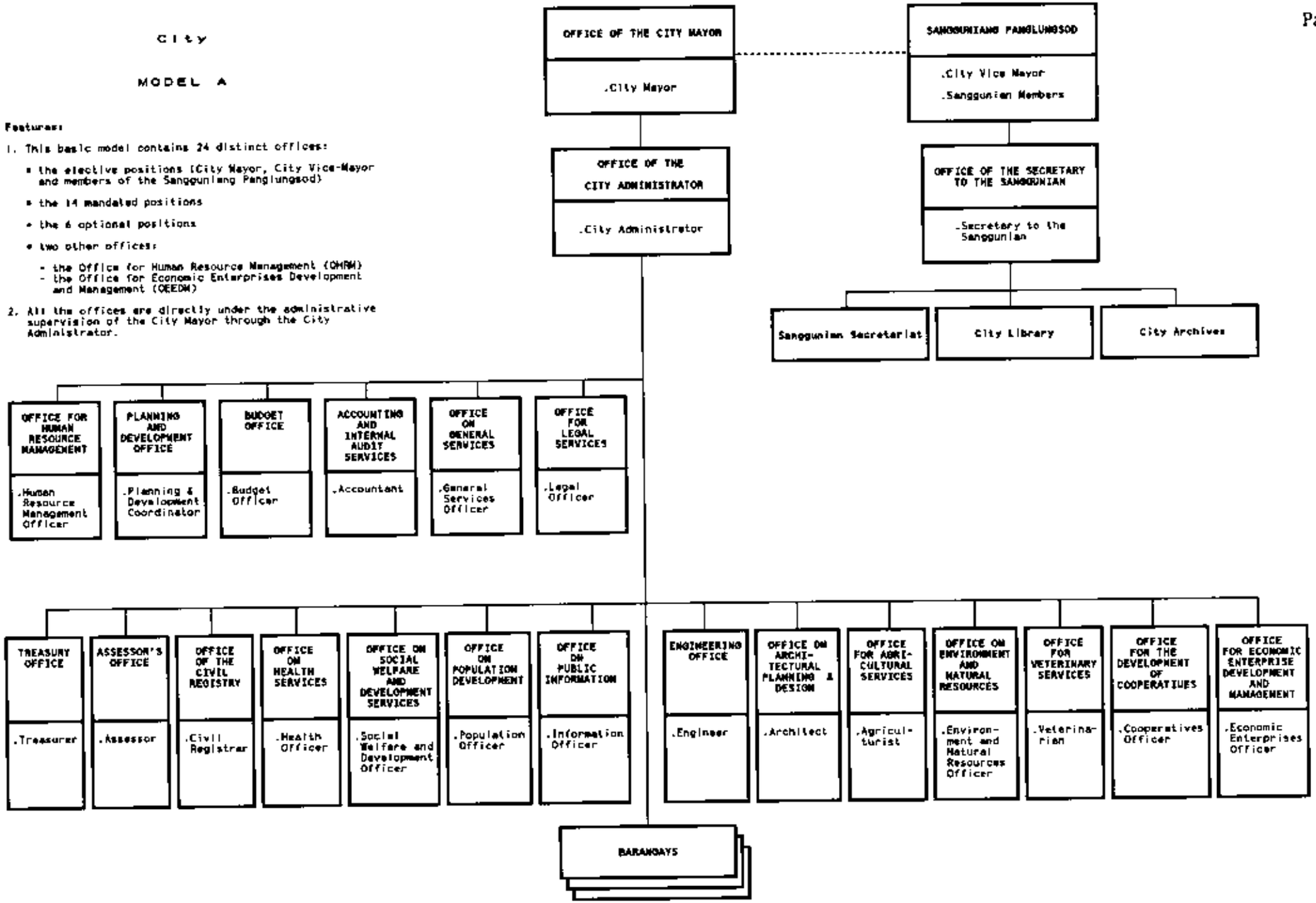
1. The Office on Public Information which is needed to keep the public informed on the city's plans, programs and activities.
2. The Office on Population Development which, if existing, has to be maintained for at least five years in accordance with the provisions of the Local Government Code.

City

MODEL A

Features:

1. This basic model contains 24 distinct offices:
   - the elective positions (City Mayor, City Vice-Mayor and members of the Sangguniang Panglungsod)
   - the 14 mandated positions
   - the 6 optional positions
   - two other offices:
     - the Office for Human Resource Management (OHRM)
     - the Office for Economic Enterprises Development and Management (OEEDM)
2. All the offices are directly under the administrative supervision of the City Mayor through the City Administrator.



CITY Model A-1

May be adopted by Highly Urbanized and First Class Cities

Key Considerations:

1. The city is financially capable of maintaining all the offices included in the model;
2. The maintenance of all the offices is considered vital in the delivery of services to the city's constituents;
3. Its total service delivery system requires the creation and maintenance of offices which are not provided for in the Local Government Code, such as the Office for Economic Enterprise Development and Management and the Office for Human Resource Management; and
4. Too many offices under the administrative supervision of the City Mayor, through the City Administrator, requires the grouping of the offices into clusters.

Features:

1. This model has twenty-four offices.
2. To reduce the administrative burden of the City Administrator and to maximize coordination, the offices are grouped into three clusters:

   - the staff offices are put under Management Services; and
   - seven line offices are grouped under Technical Services A: and the other seven under Technical Services B.

   Each cluster is to be headed by a Chairman to be chosen on a rotating basis from among the heads of offices within the cluster.

   This scheme will give an opportunity for the department heads to develop their leadership potentials and administrative skills and prepare them for bigger responsibilities.

3. Since the Chairman of the clusters are drawn from the ranks of incumbents who will not get additional pay, this model does not require additional expense. It is just as expensive as Model A.

Service Priorities:

The service priorities in this and the other models were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for First Class Cities, including the highly urbanized cities, are:

1. Public Works and infrastructure projects;
2. Public markets;
3. Environmental programs and environmental law enforcement;
4. Solid waste disposal;
5. Field health services;
6. Hospital services;
7. Social welfare services;
8. Schoolbuilding program;
9. Police/fire services/facilities; and
10. Slaughterhouse.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)

3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office on Population and Development (OPD)
16. Office on Public Information (OPI)
17. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

18. Engineering Office (EO)
19. Office on Architectural Planning and Design (OAPD)
20. Office for Agricultural Services (OAS)
21. Office for Veterinary Services (OVS)
22. Office on Environment and Natural Resources (OENR)
23. Office for the Development of Cooperatives (ODC)
24. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

The following offices are included in this model because they provide support to the other line offices in the total delivery of services, particularly the service priorities of Highly Urbanized and First Class Cities:

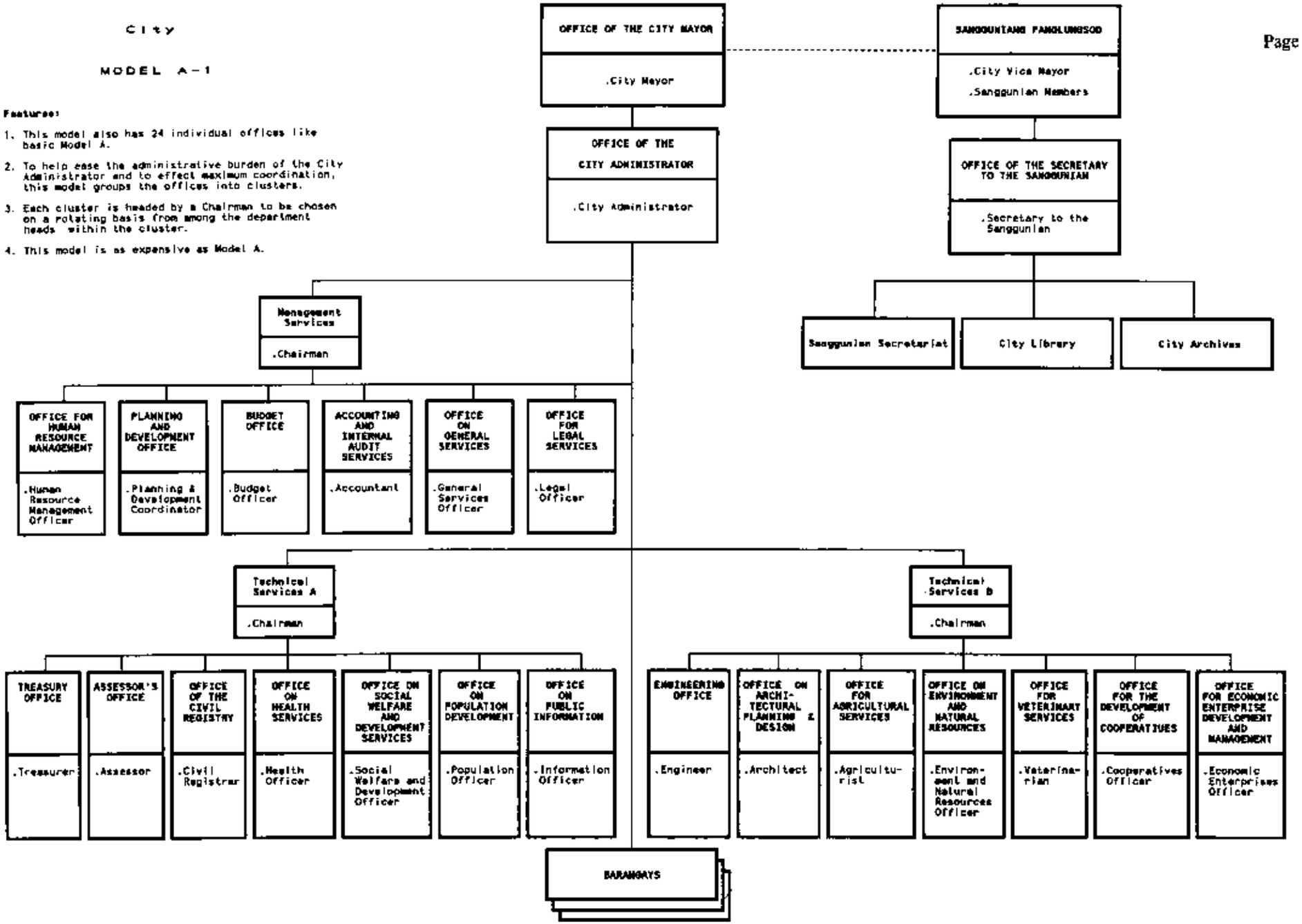
1. The Office on Public Information which is needed to keep the public informed on the City's plans, programs and activities.
2. The Office on Population Development which, if existing, has to be maintained for at least five years in accordance with the provisions of the Local Government Code.

City

MODEL A-1

Features:

1. This model also has 24 individual offices like basic Model A.
2. To help ease the administrative burden of the City Administrator and to effect maximum coordination, this model groups the offices into clusters.
3. Each cluster is headed by a Chairman to be chosen on a rotating basis from among the department heads within the cluster.
4. This model is as expensive as Model A.



CITY Model A-2

May be adopted by Highly Urbanized and First Class Cities.

Key Considerations

1. The city is financially capable of maintaining all the offices included in the model;
2. The maintenance of all the offices is considered vital in the delivery of services to the city's constituents;
3. Its total service delivery system requires the creation and maintenance of offices which are not provided for in the Local Government Code, such as the Office for Economic Enterprise Development and Management and the Office for Human Resource Management; and
4. Too many offices under the administrative supervision of the City Mayor, through the City Administrator, requires the grouping of the offices into clusters.

Features

1. This model has 24 offices.
2. To reduce the administrative burden of the City Administrator and to maximize coordination, the offices are grouped into three clusters:

   - the staff offices are put under Management Services; and
   - Seven line offices are grouped under Technical Services A: and the other seven under Technical Services B.

   Unlike Model A-1, this model requires the appointment of Assistant City Administrators (ACAs) as heads of the clusters.

   While there is no specific provision in the Code for the appointment of Assistant City Administrators, the City Mayor, under Book III, Title 3, Sec. 455 (1) (v), is empowered "to appoint all officials and employees whose salaries and wages are wholly or mainly paid out of city funds and whose appointments are not otherwise provided for in this Code, as well as those he may be authorized by law to appoint."

   If the City Mayor chooses to exercise this power and makes the appointments, the Assistant City Administrators shall be co-terminus with the Mayor just like in the case of the City Administrator.

3. With the ACAs being appointed to head the clusters of offices, this model is the most expensive because:

   - the Assistant Administrators are to be paid their salaries and corresponding fringe benefits; and
   - there are 24 offices to maintain.

Service Priorities

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of 21 priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for First Class Cities, including the HUCs, are:

1. Public Works and infrastructure projects;
2. Public markets;
3. Environmental programs and environmental law enforcement;
4. Solid waste disposal;
5. Field health services;

6. Hospital services;
7. Social welfare services;
8. Schoolbuilding program;
9. Police/fire services/facilities; and
10. Slaughterhouse.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office on Population Development (OPD)
16. Office on Public Information (OPI)
17. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

18. Engineering Office (EO)
19. Office on Architectural Planning and Design (OAPD)
20. Office for Agricultural Services (OAS)
21. Office for Veterinary Services (OVS)
22. Office on Environment and Natural Resources (OENR)
23. Office for the Development Cooperatives (ODC)
24. Office for Economic Enterprise Development and Management (OEEDM)

Complementary Offices

The following offices are included in this model because they provide support to the other line offices in the total delivery of services, particularly the service priorities of Highly Urbanized and First Class Cities:

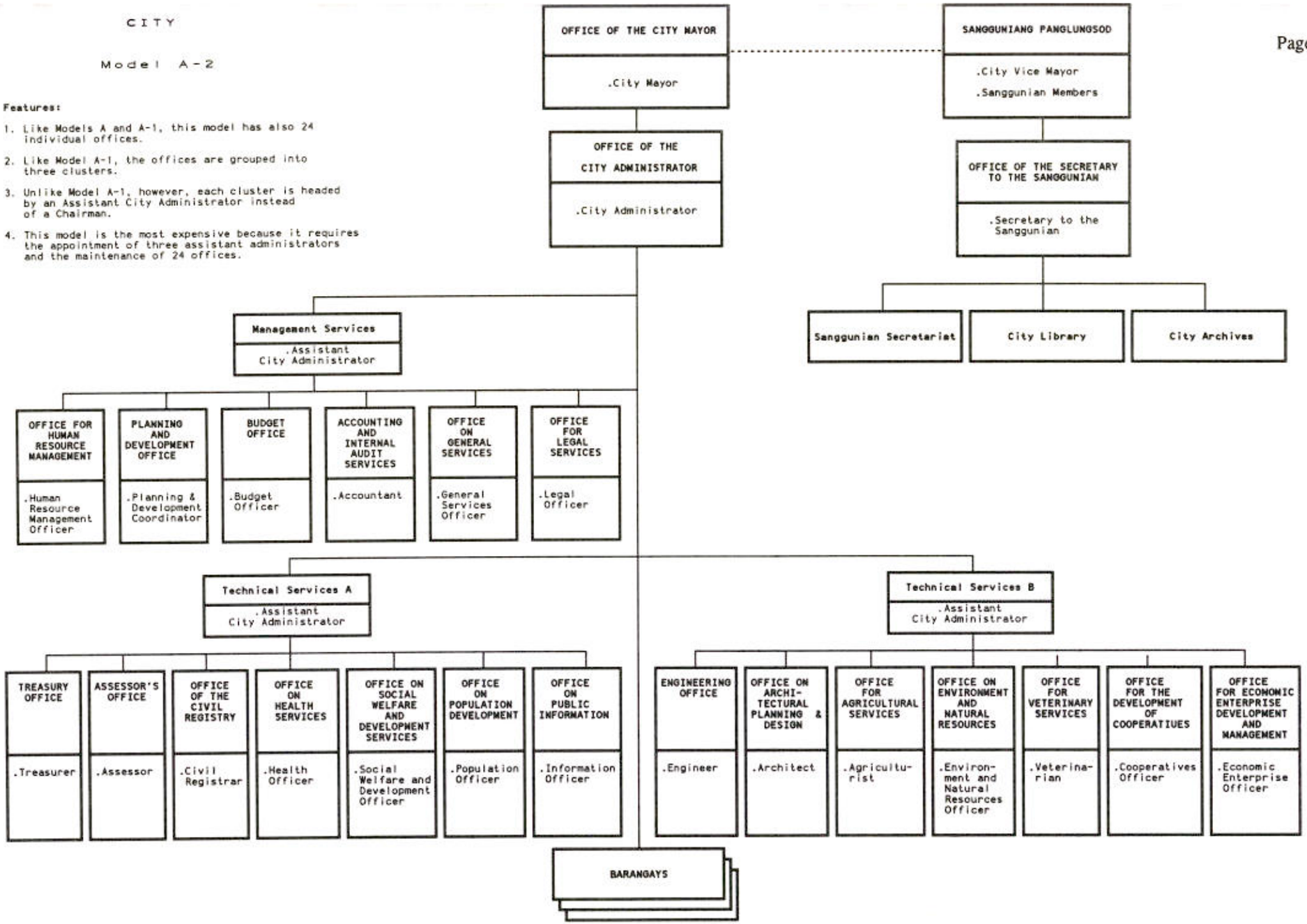
1. The Office on Public Information which is needed to keep the public informed on the City's plans, programs and activities.
2. The Office on Population Development which, if existing, has to be maintained for at least five years in accordance with the provisions of the Local Government Code.
3. The Office for Economic Enterprise Development and Management which, among others, also handles market supervision.

CITY

Model A-2

Features:

1. Like Models A and A-1, this model has also 24 individual offices.
2. Like Model A-1, the offices are grouped into three clusters.
3. Unlike Model A-1, however, each cluster is headed by an Assistant City Administrator instead of a Chairman.
4. This model is the most expensive because it requires the appointment of three assistant administrators and the maintenance of 24 offices.



CITY Model B

May be adopted by Highly Urbanized and First Class Cities.

Key Considerations:

1. The city is financially capable of maintaining the offices included in the model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents; and
3. Considering the service priorities of First Class Cities, including highly urbanized cities (HUCs), merging of offices is introduced in this model.

Features:

1. This model has twenty-two offices.
2. Two offices - the Office for Economic Enterprise Development and Management (OEEDM) and the Office for Cooperatives Development (ODC) - are merged with the Office of the City Administrator (OCA) and the Office for Agricultural Services (OAS), respectively, because their areas of responsibility are not among the top ten service priorities for this class of Cities.

   - The Agriculturist and Cooperatives Officer, both optional for cities, are merged under the combined Office for Agriculture and Cooperatives; and
   - In the case of OEEDM, its slaughterhouse operation function is absorbed by the Office for Veterinary Services (OVS). The rest of OEEDM's functions are merged with OCA. The position of Economic Enterprise Officer (EEO) is not mentioned in the Code. Its creation is subject to the discretion of the City Mayor considering the city's service priorities.

3. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs or requirements.
4. Like basic Model A, this model does not make use of the cluster so that all the staff and line offices are directly under the administrative supervision of the City Administrator.
5. With two offices attached to other departments, this structure is a little less expensive than Model A which has twenty-four offices.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for First Class Cities, including the HUCs, are:

1. Public works and infrastructure projects;
2. Public markets;
3. Environmental programs and environmental law enforcement;
4. Solid waste disposal;
5. Field health services;
6. Hospital services;
7. Social welfare services;
8. Schoolbuilding program;
9. Police/fire services/facilities; and
10. Slaughterhouse.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor:

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office on Population Development (OPD)
16. Engineering Office (EO)
17. Office on Architectural Planning and Design (OAPD)
18. Office on Public Information (OPI)
19. Office of the Civil Registry (OCR)
20. Office for Agriculture and Cooperatives (OAC)
21. Office for Veterinary Services (OVS)
22. Office on Environment and Natural Resources (OENR)

Complementary Offices:

The following offices are included in this model because they provide support to the other line offices in the total delivery of services, particularly the service priorities of Highly Urbanized and First Class Cities:

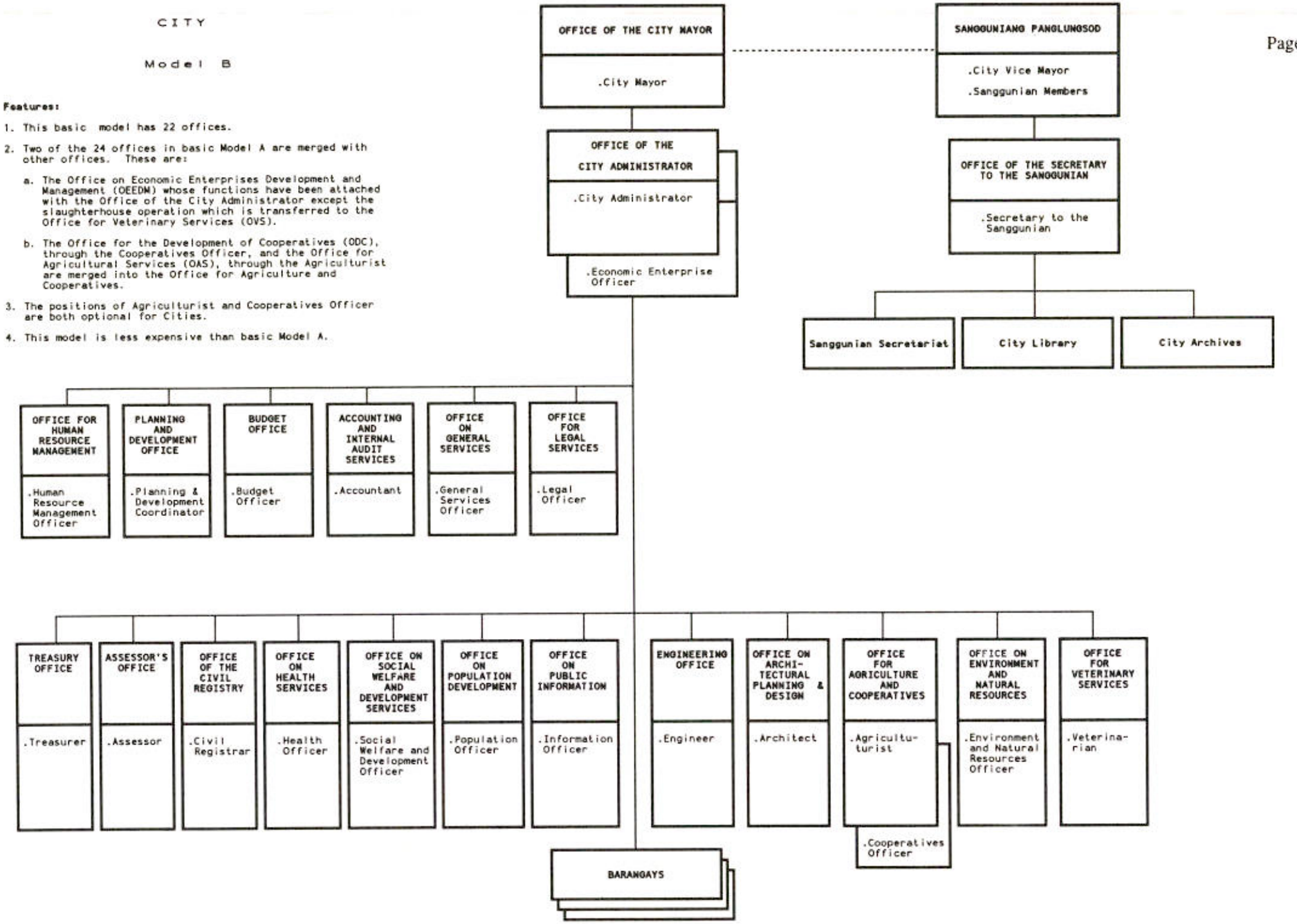
1. The Office on Public Information which is needed to keep the public informed on the City's plans, programs and activities.
2. The Office on Population Development which, if existing, has to be maintained for at least five years in accordance with the provisions of the Local Government Code.

CITY

Model B

Features:

1. This basic model has 22 offices.
2. Two of the 24 offices in basic Model A are merged with other offices. These are:
   a. The Office on Economic Enterprises Development and Management (OEEDM) whose functions have been attached with the Office of the City Administrator except the slaughterhouse operation which is transferred to the Office for Veterinary Services (OVS).
   b. The Office for the Development of Cooperatives (ODC), through the Cooperatives Officer, and the Office for Agricultural Services (OAS), through the Agriculturist are merged into the Office for Agriculture and Cooperatives.
3. The positions of Agriculturist and Cooperatives Officer are both optional for Cities.
4. This model is less expensive than basic Model A.



CITY Model B-1

May be adopted by Highly Urbanized and First Class Cities.

Key Considerations:

1. The city is financially capable of maintaining the offices included in the model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents;
3. Considering the service priorities of First Class Cities, including highly urbanized cities (HUCs), merging of offices is introduced in this model; and
4. Because of too many offices under the City Administrator, there is need to group the offices into clusters.

Features:

1. This model has twenty-two offices.
2. Two offices - the Office for Economic Enterprise Development and Management (OEEDM) and the Office for Cooperatives Development (ODC) - are merged with the Office of the City Administrator (OCA) and the Office for Agricultural Services (OAS), respectively, because their areas of responsibility are not among the top ten service priorities for this class of Cities.

    - The Agriculturist and Cooperatives Officer, both optional for cities, and merged under the combined Office for Agriculture and Cooperatives; and
    - In the case of OEEDM, its slaughterhouse operation function is absorbed by the Office for Veterinary Services (OVS). The rest of OEEDM's functions are merged with the OCA. The position of Economic Enterprise Officer (EEO) is not mentioned in the Code. Its creation is subject to the discretion of the City Mayor considering the city's service priorities.

3. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs or requirements.
4. Like Model A-1, this model makes use of the clustering scheme to lessen the administrative burden of the City Administrator and to maximize coordination among the offices. Each cluster is headed by a Chairman to be chosen on a rotating basis from among the heads of offices within the cluster.
5. With the cluster chairmen drawing no additional pay because they come from incumbent department heads, this model is as expensive as Model B.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for First Class Cities, including the HUCs, are:

1. Public works and infrastructure projects;
2. Public markets;
3. Environmental programs and environmental law enforcement;
4. Solid waste disposal;
5. Field health services;
6. Hospital services;
7. Social welfare services;
8. Schoolbuilding program;
9. Police/fire services/facilities; and
10. Slaughterhouse.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)

3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office on Population Development (OPD)
16. Office on Public Information (OPI)
17. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

18. Engineering Office (EO)
19. Office on Architectural Planning and Design (OAPD)
20. Office for Agriculture and Cooperatives (OAC)
21. Office for Veterinary Services (OVS)
22. Office on Environment and Natural Resources (OENR)

Complementary Offices:

The following offices are included in this model because they provide support to the other line offices in the total delivery of services, particularly the service priorities of Highly Urbanized and First Class Cities:

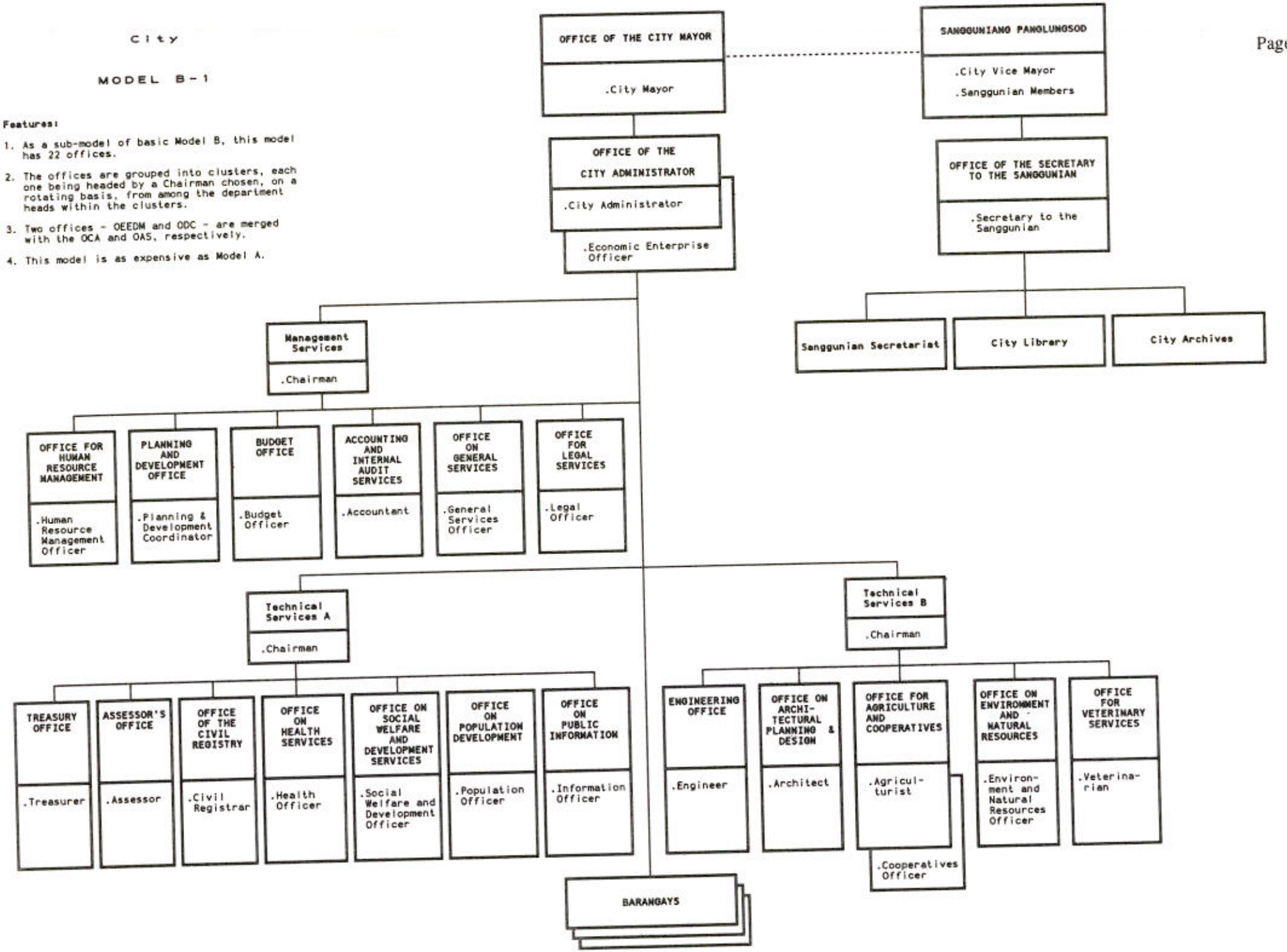
1. The Office on Public Information which is needed to keep the public informed on the City's plans, programs and activities.
2. The Office on Population Development which, if existing, has to be maintained for at least five years in accordance with the provisions of the Local Government Code.

City

MODEL B-1

Features:

1. As a sub-model of basic Model B, this model has 22 offices.
2. The offices are grouped into clusters, each one being headed by a Chairman chosen, on a rotating basis, from among the department heads within the clusters.
3. Two offices - OEEDM and ODC - are merged with the OCA and OAS, respectively.
4. This model is as expensive as Model A.



CITY Model B-2

May be adopted by Highly Urbanized and First Class Cities.

Key Considerations:

1. The city is financially capable of maintaining the offices included in the model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents;
3. Considering the service priorities of First Class Cities, including highly urbanized cities (HUCs), merging of offices is introduced in this model; and
4. Because of too many offices under the City Administrator, there is need to group the offices into clusters.

Features:

1. This model has twenty-two offices.
2. Two offices - the Office for Economic Enterprise Development and Management (OEEDM) and the Office for Cooperatives Development (ODC) - are merged with the Office of the City Administrator (OCA) and the Office for Agricultural Services (OAS), respectively, because their areas of responsibility are not among the top ten service priorities for this class of Cities:
   - The Agriculturist and Cooperatives Officer, both optional for cities, and merged under the combined Office for Agriculture and Cooperatives; and
   - In the case of OEEDM, its slaughterhouse operation function is absorbed by the Office for Veterinary Services (OVS). The rest of OEEDM's functions are merged with OCA. The position of Economic Enterprise Officer (EEO) is not mentioned in the Code. Its creation is subject to the discretion of the City Mayor considering the city's service priorities.
3. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs or requirements.
4. Like Model B-1, this model makes use of clustering to reduce the administrative burden of the City Administrator and to maximize coordination among the offices.

   Unlike Model B-1, however, this model requires the appointment of Assistant City Administrators who shall be co-terminus with the City Mayor.
5. With Assistant City Administrators being appointed to head the clusters of offices, this model is more expensive than Model B and B-1.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for First Class Cities, including the HUCs, are:

1. Public works and infrastructure projects;
2. Public markets;
3. Environmental programs and environmental law enforcement;
4. Solid waste disposal;
5. Field health services;
6. Hospital services;
7. Social welfare services;
8. Schoolbuilding program;
9. Police/fire services/facilities; and
10. Slaughterhouse.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office on Population Development (OPD)
16. Office on Public Information (OPI)
17. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

18. Engineering Office (EO)
19. Office on Architectural Planning and Design (OAPD)
20. Office for Agriculture and Cooperatives (OAC)
21. Office for Veterinary Services (OVS)
22. Office on Environment and Natural Resources (OENR)

Complementary Offices:

The following offices are included in this model because they provide support to the other line offices in the total delivery of services, particularly the service priorities of Highly Urbanized and First Class Cities:

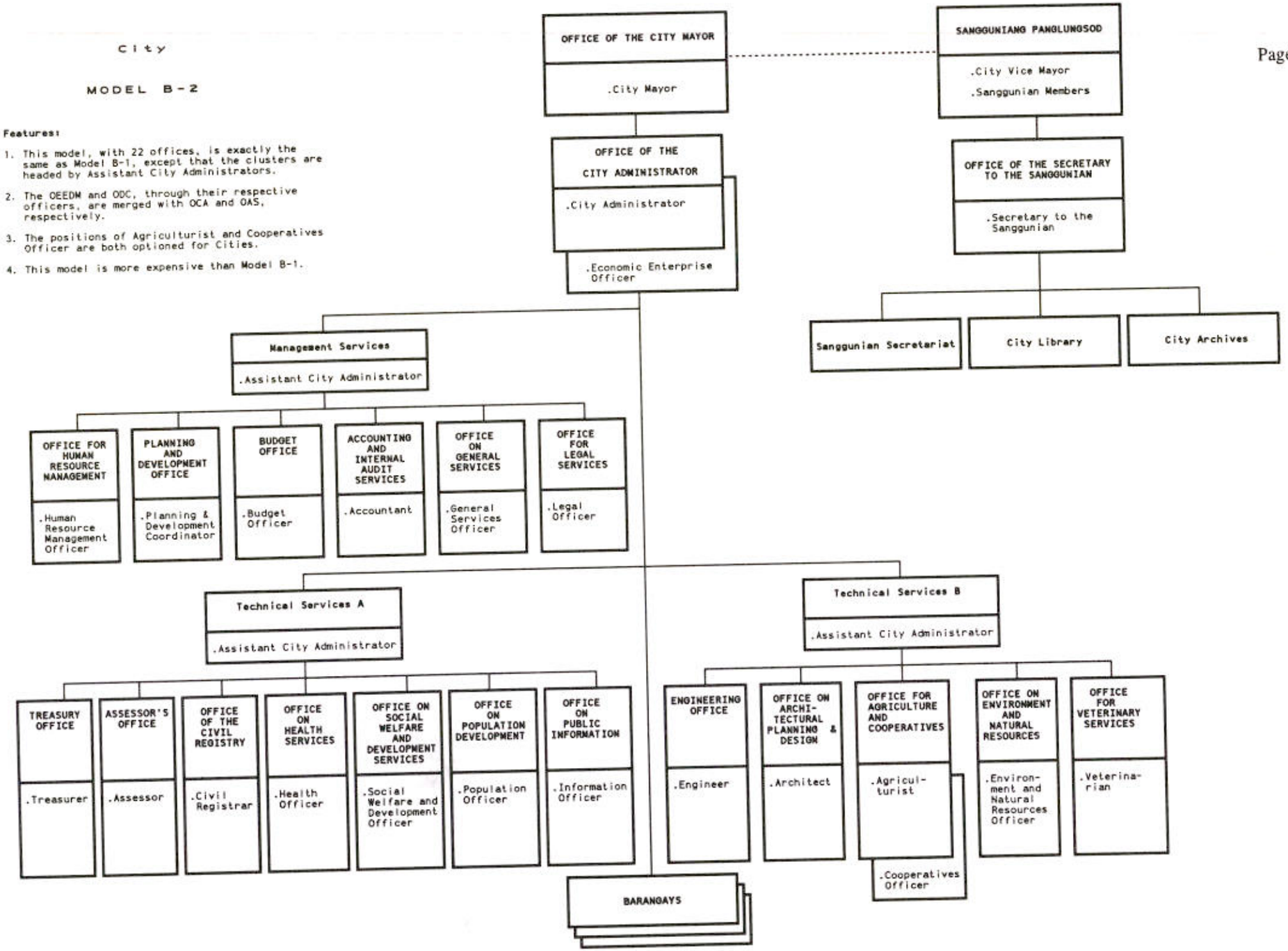
1. The Office on Public Information which is needed to keep the public informed on the City's plans, programs and activities.
2. The Office on Population Development which, if existing, has to be maintained for at least five years in accordance with the provisions of the Local Government Code.

City

MODEL B-2

Features:

1. This model, with 22 offices, is exactly the same as Model B-1, except that the clusters are headed by Assistant City Administrators.
2. The OEEDM and ODC, through their respective officers, are merged with OCA and OAS, respectively.
3. The positions of Agriculturist and Cooperatives Officer are both optioned for Cities.
4. This model is more expensive than Model B-1.



CITY Model C

May be adopted by Second Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents; and
3. Considering the service priorities of Second Class Cities, merging of some offices with others is necessary.

Features:

1. This model reduces the number of offices to twenty.
2. Four of the offices are combined with other offices as follows:

   - The Office on Population Development (OPD) with the Office on Social Welfare and Development Services (OSWDS) so that the latter could provide support to the former, social welfare services being a ranking priority for Second Class Cities.

     The position of Social Welfare and Development officer is mandatory for cities while that of Population Officer is optional.

   - The Office on Environment and Natural Resources (OENR) and the Office for Agricultural Services (OAS) under the Office for Agriculture, Environment and Natural Resources (OAENR) with agriculture being the more predominant service priority.

     The position of Environment and Natural Resources Officer (ENRO) is optional for cities.

   - The Office for the Development of Cooperatives (ODC) with OEEDM.

     OEEDM is maintained in this model so that it could take charge of service priorities for Second Class Cities which do not clearly fall under the other departments, such as tourism, housing and public markets. The Cooperatives here being multi-purpose, the ODC is merged with OEEDM.

   - The Office on Public Information (OPI) with the Office or the City Administrator (OCA).

     Public information function is properly lodged with executive department to provide support to the City Executive. The position of Public Information Officer is optional for cities and co-terminus with the Mayor.

3. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs or requirements.
4. Like basic models A and B, this model does not make use of the cluster scheme.
5. With four offices merged, this model is less expensive than basic Model B.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for Second Class Cities:

1. Public works and infrastructure projects;
2. Field Health Services;
3. Social Welfare Services;
4. Agriculture extension services;
5. Public markets;
6. Garbage collection;
7. Cooperatives;
8. Housing;
9. Tourism; and
10. Environmental programs.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor:

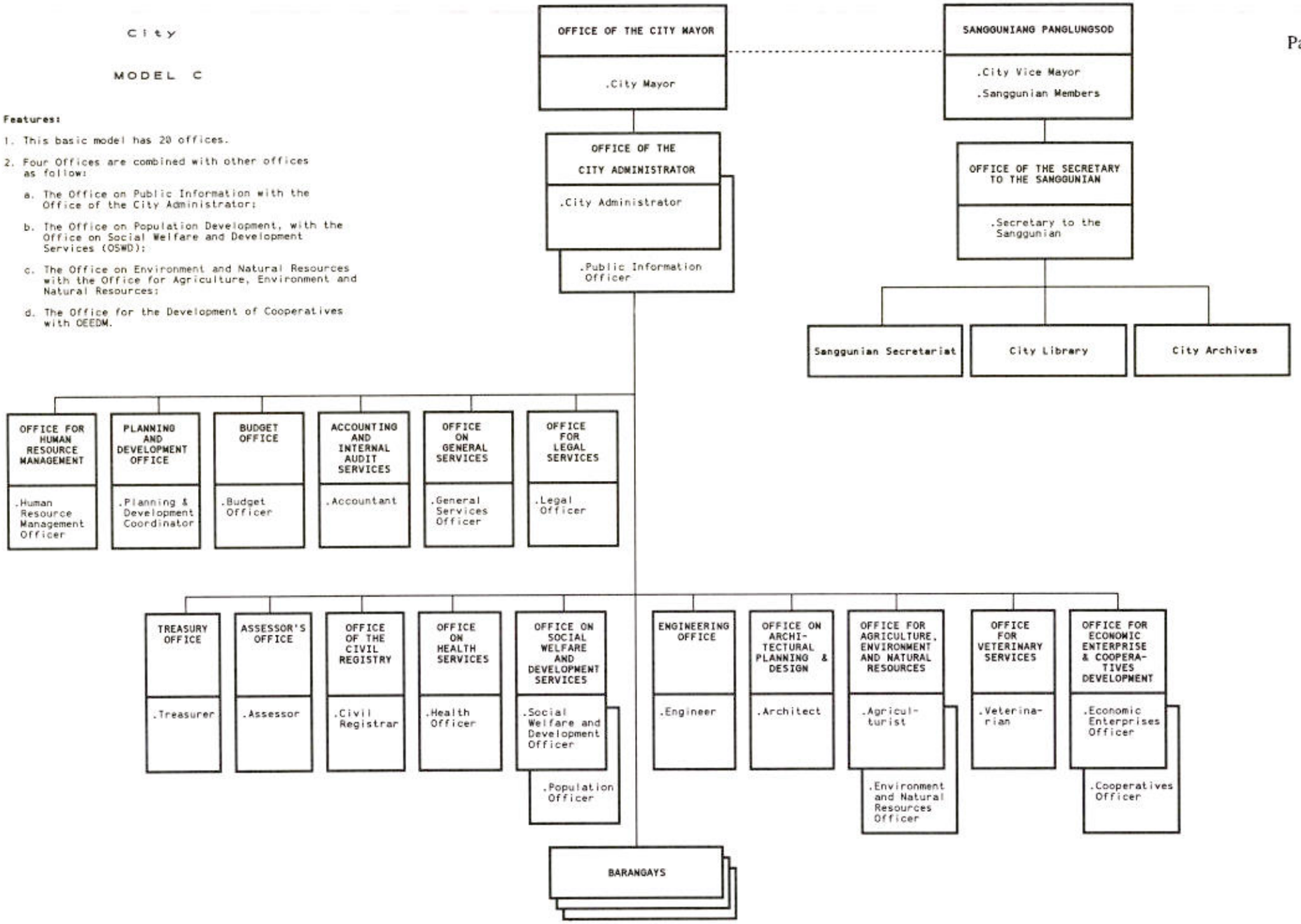
11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office of the Civil Registry (OCR)
18. Office for Agriculture, Environment, and Natural Resources (OAENR)
19. Office for Veterinary Services (OVS)
20. Office for Economic Enterprise and Cooperatives Development (OEECD)

City

MODEL C

Features:

1. This basic model has 20 offices.
2. Four Offices are combined with other offices as follow:
   a. The Office on Public Information with the Office of the City Administrator;
   b. The Office on Population Development, with the Office on Social Welfare and Development Services (OSWD);
   c. The Office on Environment and Natural Resources with the Office for Agriculture, Environment and Natural Resources;
   d. The Office for the Development of Cooperatives with OEEDM.



CITY Model C-1

May be adopted by Second Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents;
3. Considering the service priorities of Second Class Cities, merging of some offices with others is necessary; and
4. Because of too many offices under the City Administrator, there is need to group the offices into clusters.

Features:

1. This model reduces the number of offices to twenty.
2. Four of the offices are combined with other offices as follow:

   - The Office on Population Development (OPD) with the Office on Social Welfare and Development Services (OSWDS) so that the latter could provide support to the former, social welfare services being a ranking priority for Second Class Cities.

     The position of Social Welfare and Development officer is mandatory for cities while that of Population Officer is optional.

   - The Office on Environment and Natural Resources (OENR) and the Office for Agricultural Services (OAS) under the Office for Agriculture, Environment and Natural Resources (OAENR) with agriculture being the more predominant service priority.

     The position of Environment and Natural Resources Officer (ENRO) is optional for cities.

   - The Office for the Development of Cooperatives (ODC) with OEEDM.

     OEEDM is maintained in this model so that it could take charge of service priorities for Second Class Cities which do not clearly fall under the other departments, such as tourism, housing and public markets. The Cooperatives here being multi-purpose, the ODC is merged with OEEDM.

     o The Office on Public Information (OPI) with the Office of the City Administrator (OCA).

     Public information function is properly lodged with executive department to provide support to the City Executive. The position of Public Information Officer is optional for cities and co-terminus with the Mayor.

3. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs or requirements.
4. Like models A-1 and B-1, this model uses the clustering scheme for offices with a chairman from among the department heads chosen on a rotating basis.
5. With the cluster chairmen drawing no additional pay, this model is as expensive as Model C.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of 21 priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for Second Class Cities:

1. Public works and infrastructure projects;
2. Field Health Services;
3. Social Welfare Services;
4. Agriculture extension services;
5. Public markets;
6. Garbage collection;
7. Cooperatives;
8. Housing;
9. Tourism; and
10. Environmental programs.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

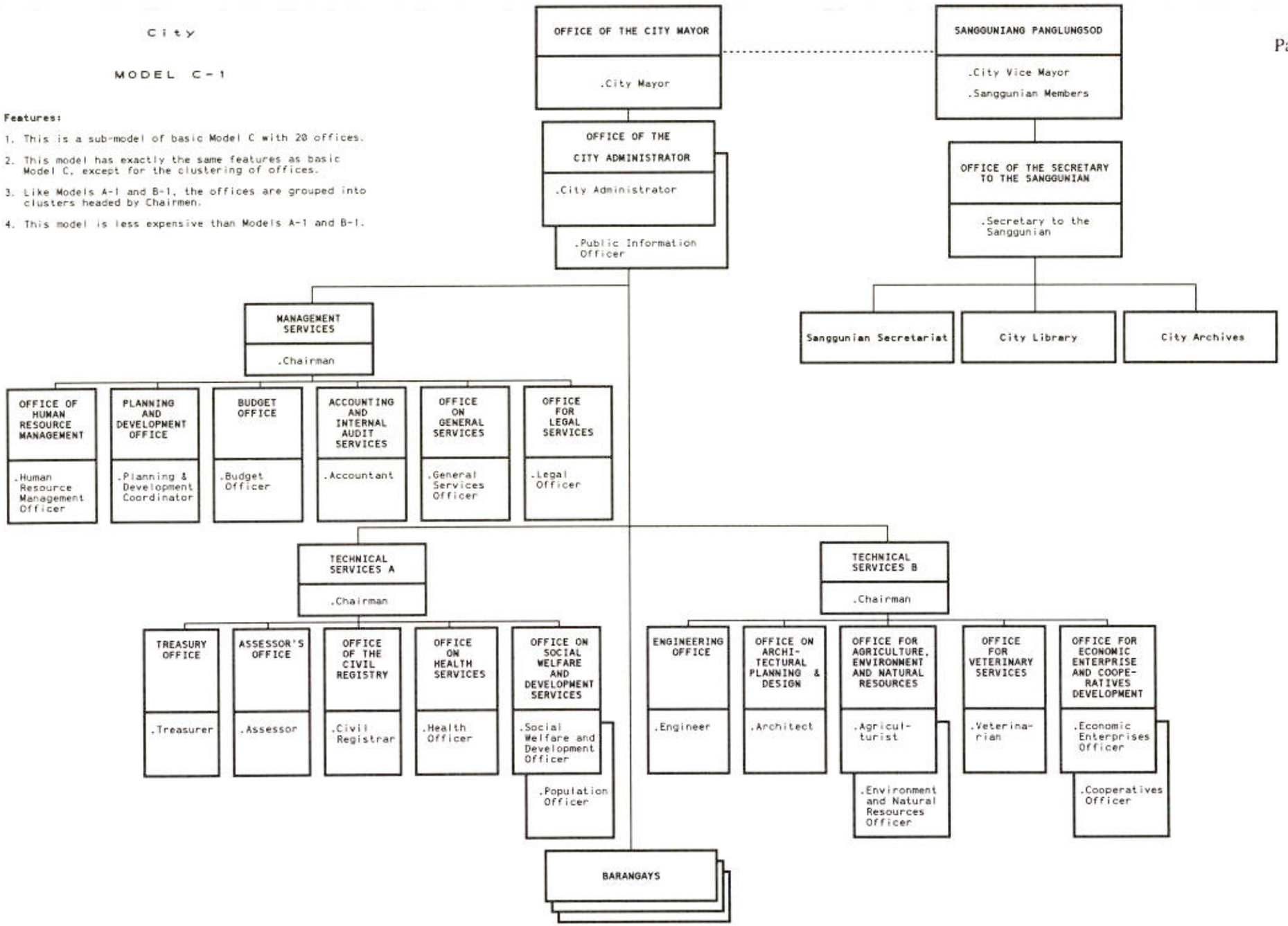
16. Engineering Office (EO)
17. Office on Architectural Planning and Design (OAPD)
18. Office for Agriculture, Environment, and Natural Resources (OAENR)
19. Office for Veterinary Services (OVS)
20. Office for Economic Enterprise and Cooperatives Development (OEECD)

City

MODEL C-1

Features:

1. This is a sub-model of basic Model C with 20 offices.
2. This model has exactly the same features as basic Model C, except for the clustering of offices.
3. Like Models A-1 and B-1, the offices are grouped into clusters headed by Chairmen.
4. This model is less expensive than Models A-1 and B-1.



CITY Model C-2

May be adopted by Second Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents;
3. Considering the service priorities of Second Class Cities, merging of some offices with others is necessary; and
4. Because of too many offices under the City Administrator, there is need to group the offices into clusters.

Features:

1. This model reduces the number of offices to twenty.
2. Four of the offices are combined with other offices as follows:

   - The Office on Population Development (OPD) with the Office on Social Welfare and Development Services (OSWDS) so that the latter could provide support to the former, social welfare services being a ranking priority for Second Class Cities.

     The position of Social Welfare and Development officer is mandatory for cities while that of Population Officer is optional.

   - The Office on Environment and Natural Resources (OENR) and the Office for Agricultural Services (OAS) under the Office for Agriculture, Environment and Natural Resources (OAENR) with agriculture being the more predominant service priority.

     The position of Environment and Natural Resources Officer (ENRO) is optional for cities.

   - The Office for the Development of Cooperatives (ODC) with OEEDM.

     OEEDM is maintained in this model so that it could take charge of service priorities for Second Class Cities which do not clearly fall under the other departments, such as tourism, housing and public markets. The Cooperatives here being multi-purpose, the ODC is merged with OEEDM.

   - The Office on Public Information (OPI) with the Office or the City Administrator (OCA).

     Public information function is properly lodged with executive department to provide support to the City Executive. The position of Public Information Officer is optional for cities and co-terminus with the Mayor.

3. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs or requirements.
4. Unlike Models A-2 and B-2, this model makes use of the clustering scheme with Assistant City Administrators (ACAs) heading the clusters. If appointed, the ACAs are to be co-terminus with the City Mayor.
5. With the ACAs, this model is more expensive than Model C-1.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for Second Class Cities:

1. Public works and infrastructure projects;
2. Field Health Services;
3. Social Welfare Services;
4. Agriculture extension services;
5. Public markets;
6. Garbage collection;
7. Cooperatives;
8. Housing;
9. Tourism; and
10. Environmental programs.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office on the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

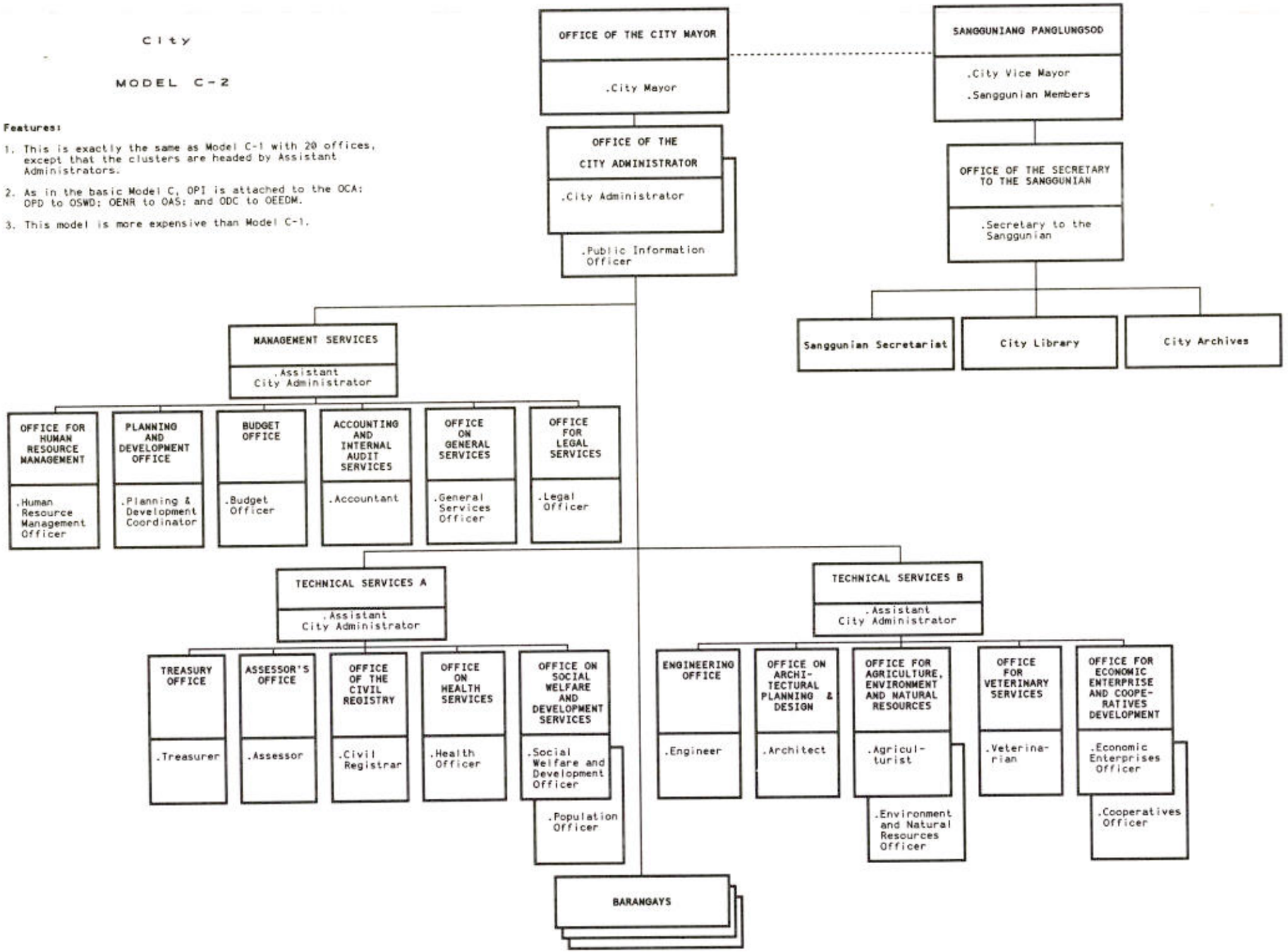
16. Engineering Office (EO)
17. Office on Architectural Planning and Design (OAPD)
18. Office for Agriculture, Environment, and Natural Resources (OAENR)
19. Office for Veterinary Services (OVS)
20. Office for Economic Enterprise and Cooperatives Development (OEECD)

City

MODEL C-2

Features:

1. This is exactly the same as Model C-1 with 20 offices, except that the clusters are headed by Assistant Administrators.
2. As in the basic Model C, OPI is attached to the OCA; OPD to OSWD; OENR to OAS; and ODC to OEEDM.
3. This model is more expensive than Model C-1.



CITY Model D

May be adopted by Second Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents; and
3. Considering the service priorities of Second Class Cities, merging of some offices with others is necessary.

Features:

1. This model, like basic Model C, also has twenty offices.
2. The difference between the two lies in the combination or merging of offices.
3. Considering the service priorities of Second Class Cities, the Office on Environment and Natural Resources (OENR) is merged with the Office for Agricultural Services (OAS) to make up the Office for Agriculture, Environment and Natural Resources (OAENR) with agriculture being more predominant.
4. The Office for Economic Enterprise Development and Management (OEEDM) is maintained as a separate office in this model because of the predominance of such service priorities as tourism, housing and public markets.
5. The Office for the Development of Cooperatives (ODC) is also maintained as a separate office because of a higher priority given to cooperatives.
6. The Office on Public Information (OPI) is moved over to the Office of the City Mayor (OCM) while the Office for Human Resource Management (OHRM) is attached to the Office of the City Administrator (OCA).
7. With social services as top priority for Second Class Cities, the Office on Population and Development (OPD) is attached to the Office on Social Welfare and Development Services (OSWDS).
8. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs and requirements.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of 21 priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for Second Class Cities:

1. Public works and infrastructure projects;
2. Field Health Services;
3. Social Welfare Services;
4. Agriculture extension services;
5. Public markets;
6. Garbage collection;
7. Cooperatives;
8. Housing;
9. Tourism; and
10. Environmental programs.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)

7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

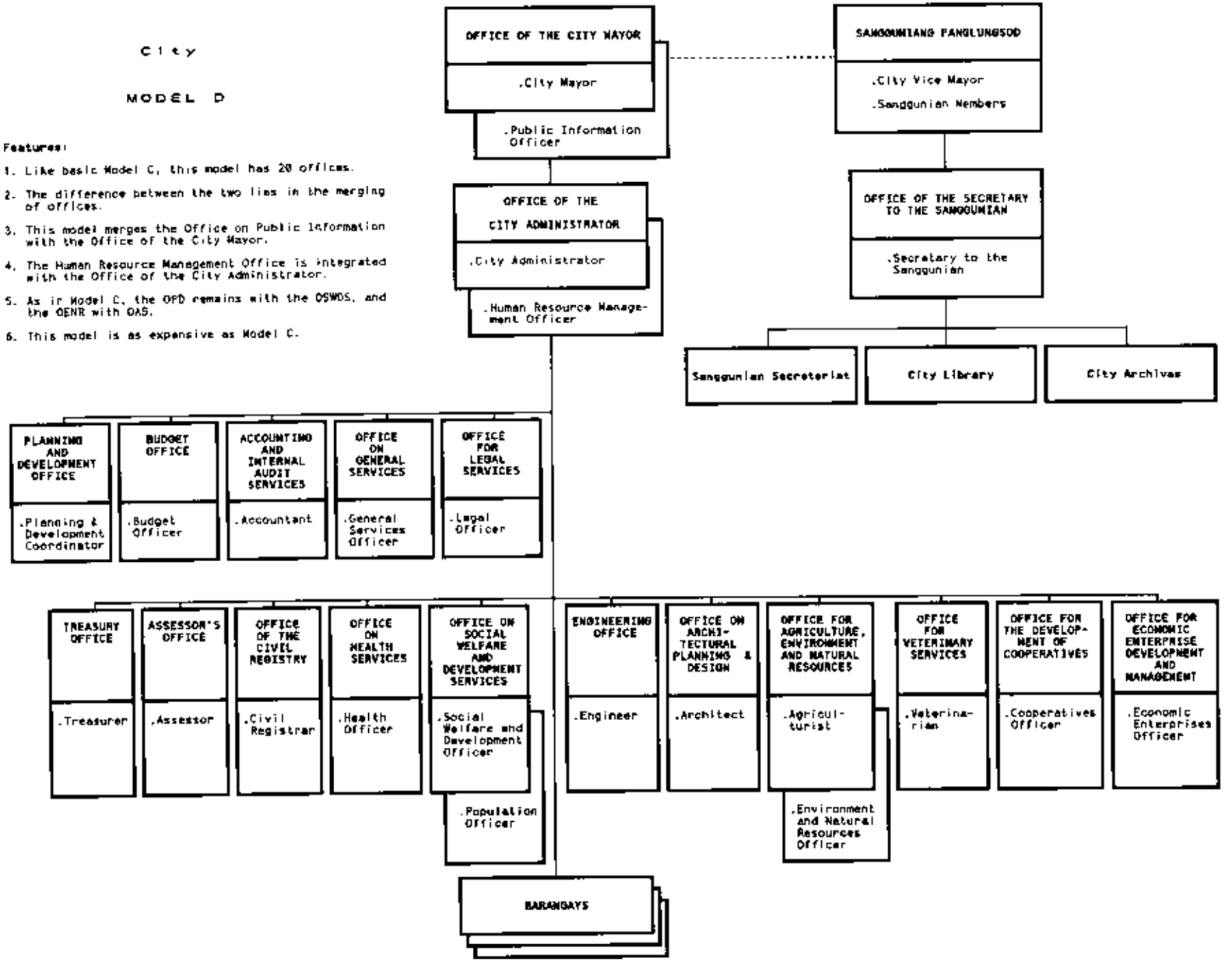
10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office on Social Welfare and Development Services (OSWDS)
14. Engineering Office (EO)
15. Office on Architectural Planning and Design (OAPD)
16. Office of the Civil Registry (OCR)
17. Office for Agriculture, Environment and Natural Resources (OAENR)
18. Office for Veterinary Services (OVS)
19. Office for the Development of Cooperatives (ODC)
20. Office for Economic Enterprises Development and Management (OEEDM)

City

MODEL D

Features:

1. Like basic Model C, this model has 20 offices.
2. The difference between the two lies in the merging of offices.
3. This model merges the Office on Public Information with the Office of the City Mayor.
4. The Human Resource Management Office is integrated with the Office of the City Administrator.
5. As in Model C, the OPD remains with the OSWDS, and the OENR with OAS.
6. This model is as expensive as Model C.



CITY Model D-1

May be adopted by Second Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents;
3. Considering the service priorities of Second Class Cities, merging of some offices with others is necessary; and
4. With too many offices under the City Administrator, there is need to lighten his administrative load by clustering the offices.

Features:

1. This model, like basic Model C, also has twenty offices.
2. The difference between the two lies in the combination or merging of offices.
3. Considering the service priorities of Second Class Cities, the Office for Environment and Natural Resources (OENR) is merged with Office for Agricultural Services (OAS) to make up the Office for Agriculture, Environment and Natural Resources (OAENR) with agriculture being more predominant.
4. The Office for Economic Enterprise Development and Management (OEEDM) is maintained as a separate office in this model because of the predominance of such service priorities as tourism, housing and public markets.
5. The Office for the Development of Cooperatives (ODC) is also maintained as a separate office because of a higher priority given to cooperatives.
6. The Office on Public Information (OPI) is moved over to the Office of the City Mayor (OCM) while the Human Resource Management Office (HRMO) is attached to the Office of the City Administrator (OCA).
7. With Social Services as top priority for Second Class Cities, the Office on Population Development (OPD) is attached to the Office on Social Welfare and Development Services (OSWDS).
8. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs and requirements.
9. To lighten the administrative load of the City Administrator, this model, like Models A-1, B-1, and C-1 makes use of the clustering of offices with department chiefs heading the clusters on a rotating basis.
10. This model is as expensive as Model D.

Service Priorities

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for Second Class Cities:

1. Public works and infrastructure projects;
2. Field Health Services;
3. Social Welfare Services;
4. Agriculture extension services;
5. Public markets;
6. Garbage collection;
7. Cooperatives;
8. Housing;
9. Tourism; and
10. Environmental programs.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES - A Cluster

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office on Social Welfare and Development Services (OSWDS)
14. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

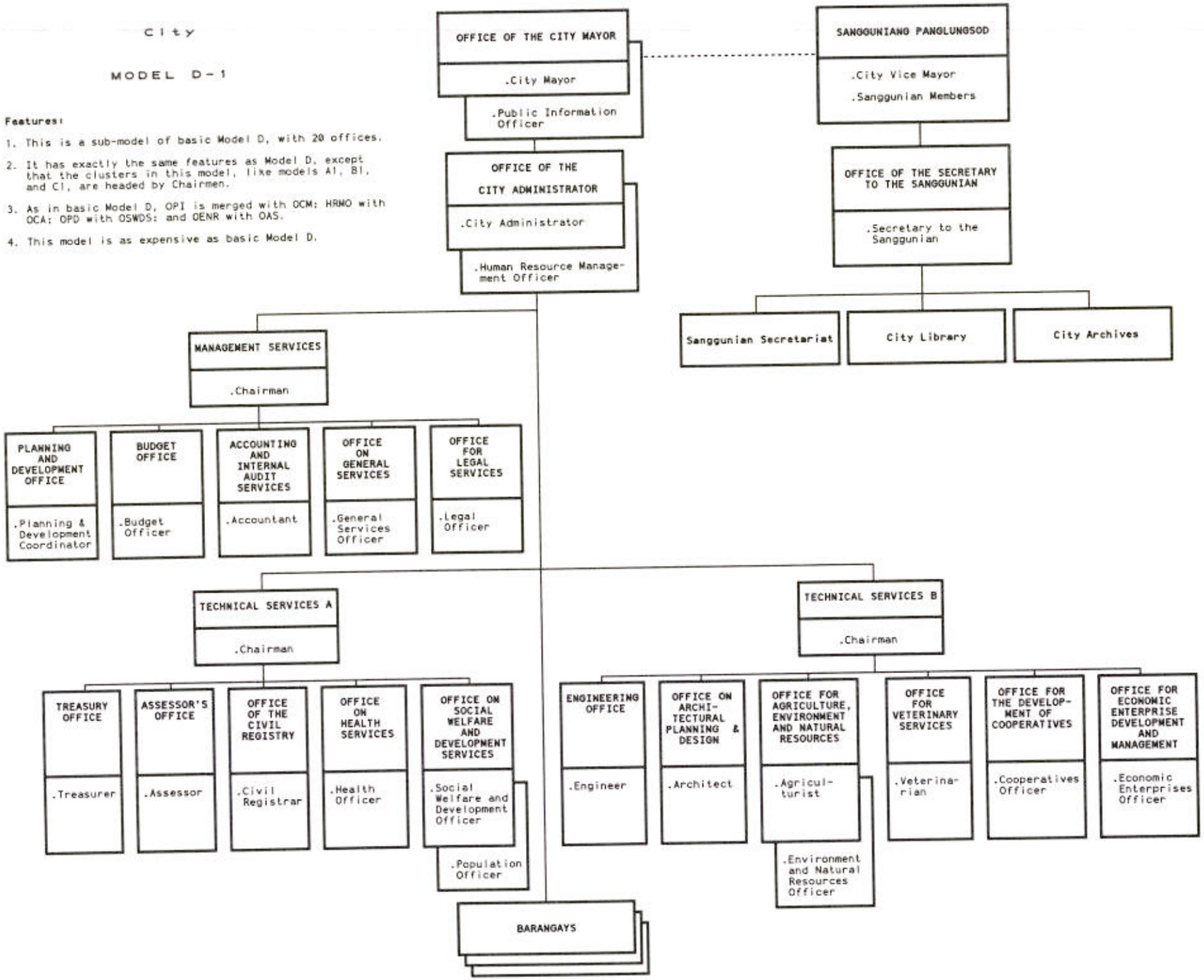
15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agriculture, Environment and Natural Resources (OAENR)
18. Office for Veterinary Services (OVS)
19. Office for the Development of Cooperatives (ODC)
20. Office for Economic Enterprises Development and Management (OEEDM)

City

MODEL D-1

Features:

1. This is a sub-model of basic Model D, with 20 offices.
2. It has exactly the same features as Model D, except that the clusters in this model, like models A1, B1, and C1, are headed by Chairmen.
3. As in basic Model D, OPI is merged with OCM; HRMO with OCA; OPD with OSWDS; and OENR with OAS.
4. This model is as expensive as basic Model D.



CITY Model D-2

May be adopted by Second Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents;
3. Considering the service priorities of Second Class Cities, merging of some offices with others is necessary; and
4. With too many offices under the City Administrator, there is need to lighten his administrative load by clustering the offices.

Features:

1. This model, like basic Model C, also has twenty offices.
2. The difference between the two lies in the combination or merging of offices.
3. Considering the service priorities of Second Class Cities, the Office on Environment and Natural Resources (OENR) is merged with the Office for Agricultural Services (OAS) to make up the Office for Agriculture, Environment and Natural Resources (OAENR) with agriculture being more predominant.
4. The Office for Economic Enterprise Development and Management (OEEDM) is maintained as a separate office in this model because of the predominance of such service priorities as tourism, housing and public markets.
5. The Office for the Development of Cooperatives (ODC) is also maintained as a separate office because of a higher priority given to cooperatives.
6. The Office on Public Information (OPI) is moved over to the Office of the City Mayor (OCM) while the Office for Human Resource Management (OHRM) is attached to the Office of the City Administrator (OCA).
7. With Social Services as top priority for Second Class Cities, the Office on Population Development (OPD) is attached to the Office on Social Welfare and Development Services (OSWDS).
8. Depending on the priorities of a specific city, a different combination of offices may be adopted to suit the city's needs and requirements.
9. This model, like Models A-2, B-2 and C-2 makes use of the clustering scheme with Assistant City Administrator (ACAs) heading the clusters. If appointed by the City Mayor, the ACAs shall be co-terminus with the appointing the authority.
10. With ACAs heading the clusters, this model is more expensive than Model D-1.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Listed as priorities for Second Class Cities:

1. Public works and infrastructure projects;
2. Field Health Services;
3. Social Welfare Services;
4. Agriculture extension services;
5. Public markets;
6. Garbage collection;
7. Cooperatives;
8. Housing;
9. Tourism; and
10. Environmental programs.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)

Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES - A Cluster

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office on Social Welfare and Development Services (OSWDS)
14. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

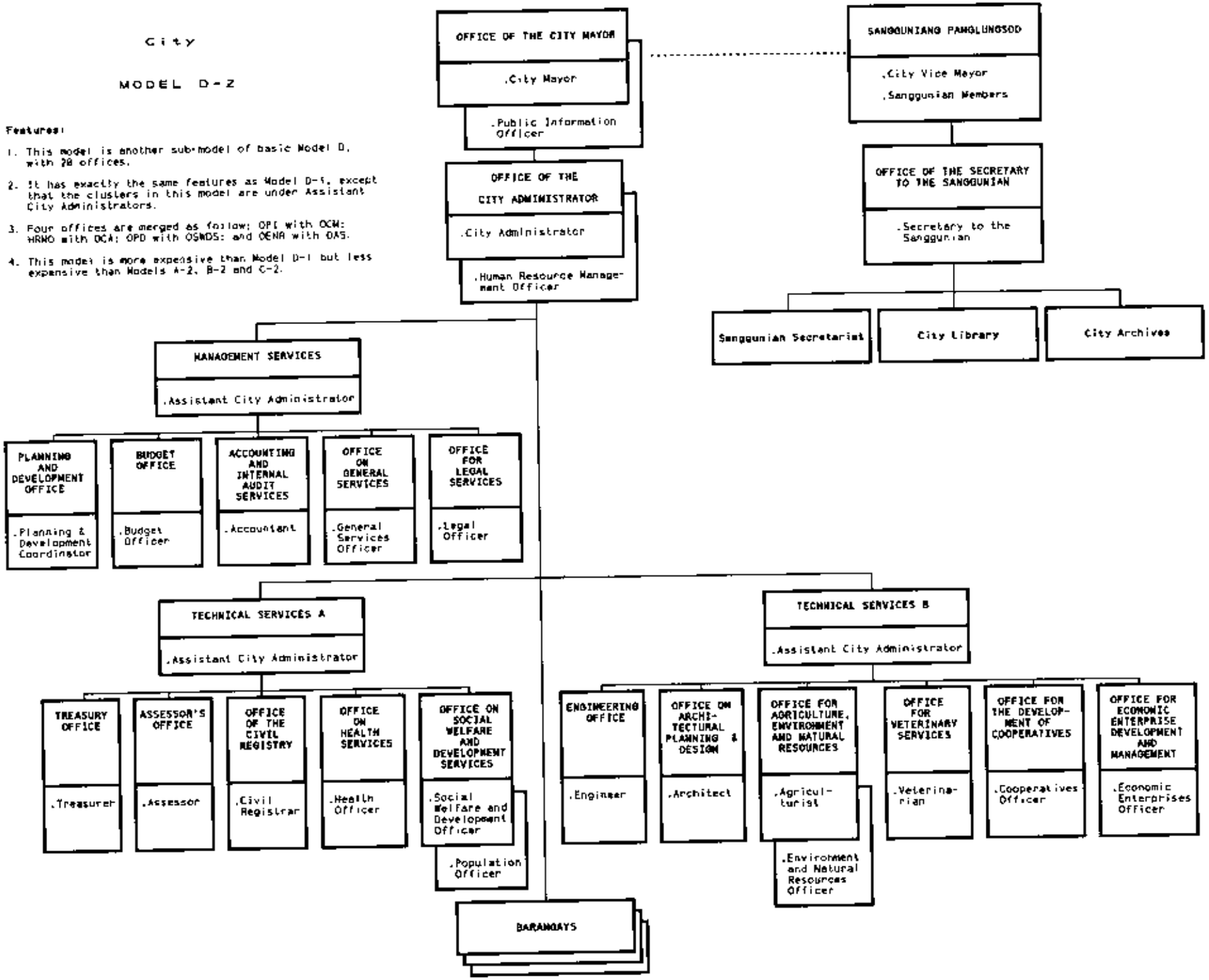
15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agriculture, Environment and Natural Resources (OAENR)
18. Office for Veterinary Services (OVS)
19. Office for the Development of Cooperatives (OCD)
20. Office for Economic Enterprises Development and Management (OEEDM)

City

MODEL D-2

Features:

1. This model is another sub-model of basic Model D, with 28 offices.
2. It has exactly the same features as Model D-1, except that the clusters in this model are under Assistant City Administrators.
3. Four offices are merged as follow: OPI with OCM; HRMO with OCA; OPD with OSWDS; and OENA with OAS.
4. This model is more expensive than Model D-1 but less expensive than Models A-2, B-2 and C-2.



CITY Model E

May be adopted by Third and Fourth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents; and
3. Considering the service priorities of Third and Fourth Class Cities, the merging or combination of offices is necessary.

Features:

1. This model reduces the number of offices to eighteen.
2. The Office for Economic Enterprise Development and Management (OEEDM) does not exist anymore in this model to reduce cost of personal services. Its functions, however, shall continue to be performed by the Office of the City Administrator (OCA), except the slaughterhouse operation function which is taken over by the Office for Veterinary Services (OVS). The position of Veterinarian is mandatory for cities.
3. Three complementary offices–the Office for Agricultural Services (OAS), the Office for the Development of Cooperatives (ODC) and the Office on Environment and Natural Resources (OENR) -- are combined under the Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR). The positions of Agriculturist, Cooperatives Officer and Environment and Natural Resources are all optional for cities.
4. The other offices that are already merged are: the Office on Population Development (OPD) with the Office on Social Welfare and Development Services (OSWDS); the Office for Human Resource Management (OHRM) with the Office of the City Administrator (OCA); and the Office on Public Information (OPI) with the Office of the City Mayor (OCM).
5. Depending on the priorities of a specific city, a different combination of offices/positions may be adopted to suit the city's needs and requirements.
6. With the number of offices reduced to eighteen, this model is less expensive than Model D.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaires as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Below are the priorities for Third and Fourth Class Cities:

1. Public works and infrastructure projects;
2. Garbage collection;
3. Livelihood;
4. Health/hospital services;
5. Water;
6. Environmental Program;
7. Housing;
8. Solid waste disposal;
9. Slaughterhouse; and
10. Public markets.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

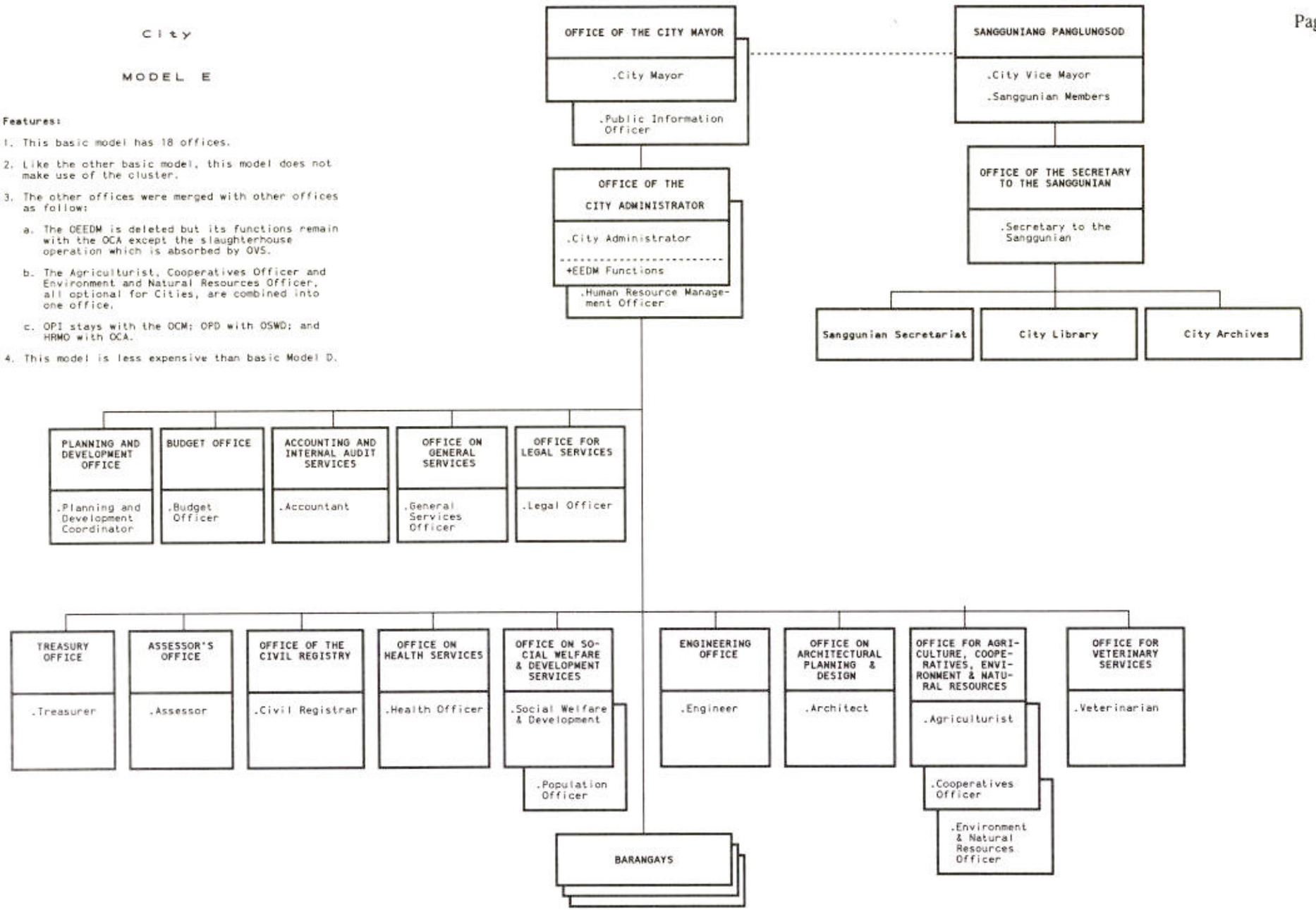
10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office on Social Welfare and Development Services (OSWDS)
14. Engineering Office (EO)
15. Office on Architectural Planning and Design (OAPD)
16. Office of the Civil Registry (OCR)
17. Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR)
18. Office for Veterinary Services (OVS)

City

MODEL E

Features:

1. This basic model has 18 offices.
2. Like the other basic model, this model does not make use of the cluster.
3. The other offices were merged with other offices as follow:
   a. The OEEDM is deleted but its functions remain with the OCA except the slaughterhouse operation which is absorbed by OVS.
   b. The Agriculturist, Cooperatives Officer and Environment and Natural Resources Officer, all optional for Cities, are combined into one office.
   c. OPI stays with the OCM; OPD with OSWD; and HRMO with OCA.
4. This model is less expensive than basic Model D.



CITY Model E-1

May be adopted by Third and Fourth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents;
3. Considering the service priorities of Third and Fourth Class Cities, the merging or combination of offices is necessary; and
4. With too many offices under the office of the City Administrator, there is need to adopt the clustering scheme.

Features:

1. This model reduces the number of offices to eighteen.
2. The Office for Economic Enterprise Development and Management (OEEDM) does not exist anymore in this model to reduce cost of personal services. Its functions, however, shall continue to be performed by the Office of the City Administrator (OCA), except the slaughterhouse operation function which is taken over by the Office for Veterinary Services (OVS). The position of Veterinarian is mandatory for cities.
3. Three complementary offices–the Office for Agricultural Services (OAS), the Office for the Development of Cooperatives (ODC) and the Office on Environment and Natural Resources (OENR) – are combined under the Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR). The positions of Agriculturist, Cooperatives Officer and Environment and Natural Resources are all optional for cities.
4. The other offices that are already merged are: the Office on Population Development (OPD) with the Office on Social Welfare and Development Services (OSWDS); the Office for Human Resource Management (OHRM) with the Office of the City Administrator (OCA); and the Office on Public Information (OPI) with the Office of the City Mayor (OCM).
5. Depending on the priorities of a specific city, a different combination of offices/positions may be adopted to suit the city's needs and requirements.
6. To reduce the administrative load of the City Administrator, the offices are grouped into clusters headed by department heads on a rotation basis.
7. With the offices reduced to eighteen and chairmen heading the clusters, this model is as expensive as Model E.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaires as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Below are the priorities for Third and Fourth Class Cities:

1. Public works and infrastructure projects;
2. Garbage collection;
3. Livelihood;
4. Health/hospital services;
5. Water;
6. Environmental Program;
7. Housing;
8. Solid waste disposal;
9. Slaughterhouse; and
10. Public markets.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)

3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES - A Cluster

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office on Social Welfare and Development Services (OSWDS)
14. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

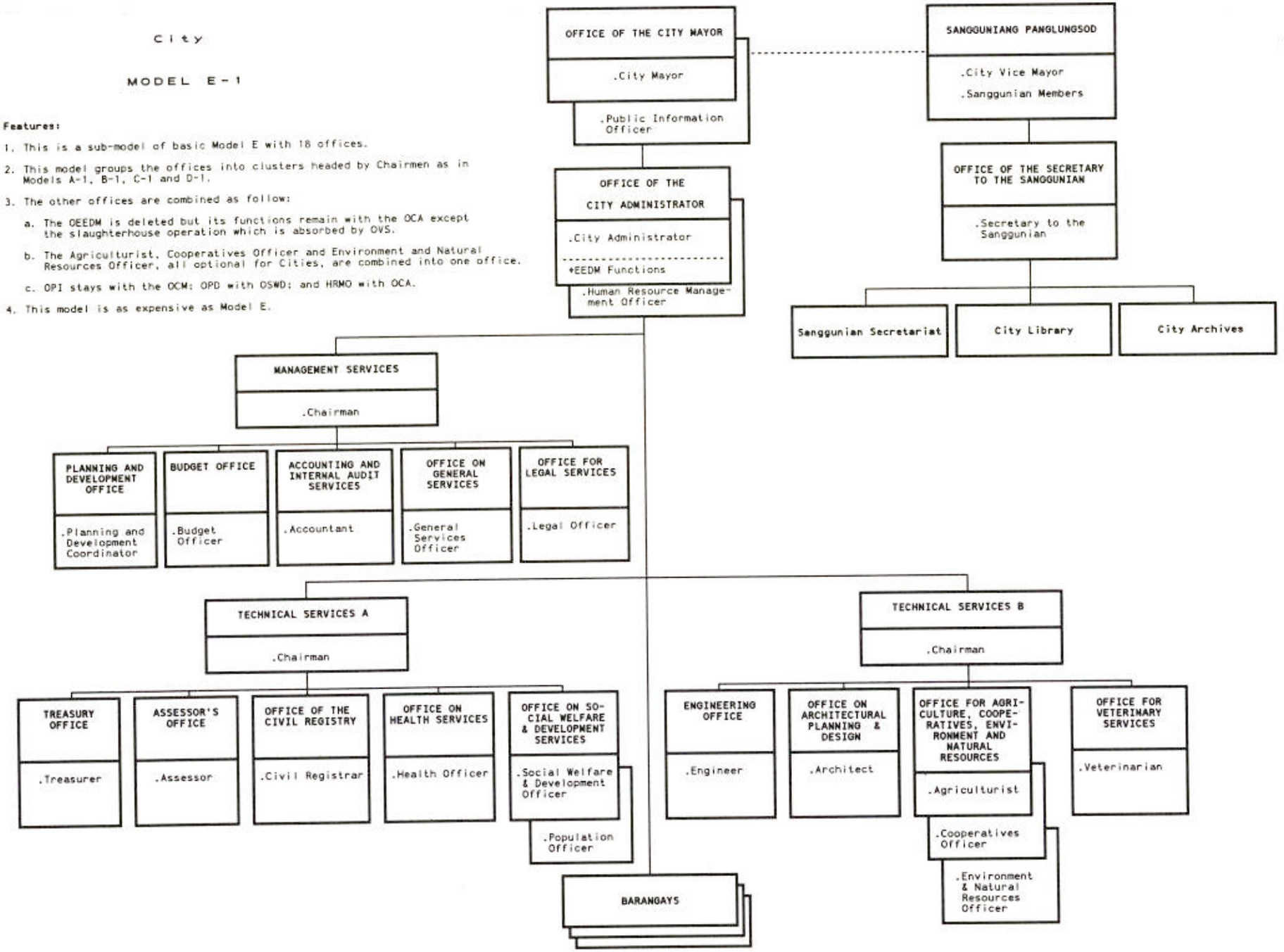
15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR)
18. Office for Veterinary Services (OVS)

City

MODEL E-1

Features:

1. This is a sub-model of basic Model E with 18 offices.
2. This model groups the offices into clusters headed by Chairmen as in Models A-1, B-1, C-1 and D-1.
3. The other offices are combined as follow:
   a. The OEEDM is deleted but its functions remain with the OCA except the slaughterhouse operation which is absorbed by OVS.
   b. The Agriculturist, Cooperatives Officer and Environment and Natural Resources Officer, all optional for Cities, are combined into one office.
   c. OPI stays with the OCM; OPD with OSWD; and HRMO with OCA.
4. This model is as expensive as Model E.



CITY Model E-2

May be adopted by Third and Fourth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The maintenance of the offices is considered vital in the delivery of services to the city's constituents;
3. Considering the service priorities of Third and Fourth Class Cities, the merging or combination of offices is necessary; and
4. With too many offices under the office of the City Administrator, there is need to adopt the clustering scheme.

Features

1. This model reduces the number of offices to eighteen.
2. The Office for Economic Enterprise Development and Management (OEEDM) does not exist anymore in this model to reduce cost of personal services. Its functions, however, shall continue to be performed by the Office of the City Administrator (OCA), except the slaughterhouse operation function which is taken over by the Office for Veterinary Services (OVS). The position of Veterinarian is mandatory for cities.
3. Three complementary offices--the Office for Agricultural Services (OAS), the Office for the Development of Cooperatives (ODC) and the Office on Environment and Natural Resources (OENR) – are combined under the Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR). The positions of Agriculturist, Cooperatives Officer and Environment and Natural Resources are all optional for cities.
4. The other offices that are already merged are: the Office on Population Development (OPD) with the Office on Social Welfare and Development Services (OSWDS); the Office for Human Resource Management (OHRM) with the Office of the City Administrator (OCA); and the Office on Public Information (OPI) with the Office of the City Mayor (OCM).
5. Depending on the priorities of a specific city, a different combination of offices/positions may be adopted to suit the city's needs and requirements.
6. Like Models A-2, B-2, C-2, and D-2, this model requires the appointment of Assistant City Administrators to head the clusters of offices. The ACAs are co-terminus with the City Mayor.
7. With the ACAs heading the clusters, this model is more expensive than Model E-1.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaires as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Below are the priorities for Third and Fourth Class Cities:

1. Public works and infrastructure projects;
2. Garbage collection;
3. Livelihood;
4. Health/hospital services;
5. Water;
6. Environmental Program;
7. Housing;
8. Solid waste disposal;
9. Slaughterhouse; and
10. Public markets.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES A Cluster

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office on Social Welfare and Development Services (OSWDS)
14. Office of the Civil Registry (OCR)

TECHNICAL SERVICES B Cluster

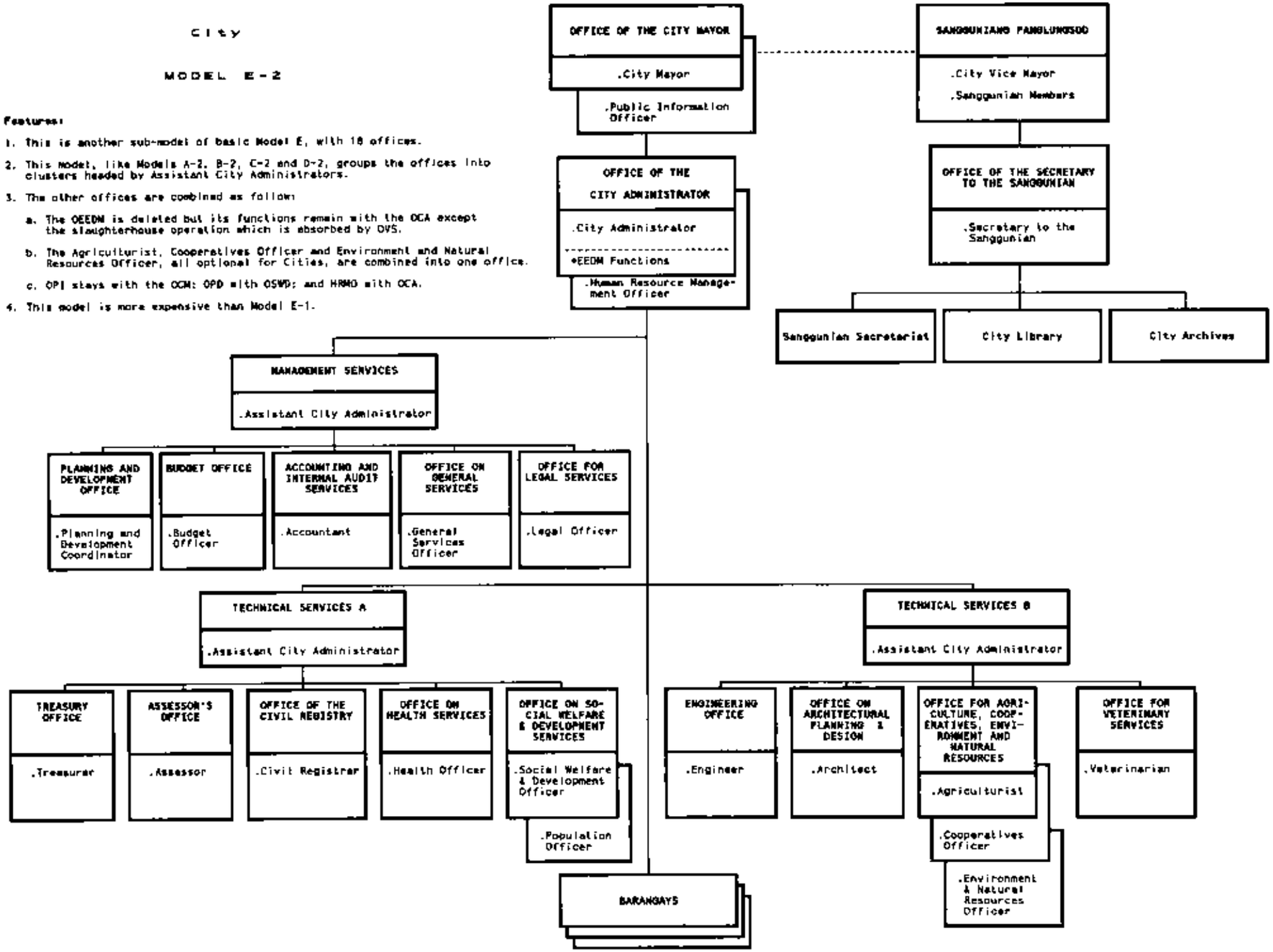
15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR)
18. Office for Veterinary Services (OVS)

City

MODEL E-2

Features:

1. This is another sub-model of basic Model E, with 18 offices.
2. This model, like Models A-2, B-2, C-2 and D-2, groups the offices into clusters headed by Assistant City Administrators.
3. The other offices are combined as follow:
   a. The OEEDN is deleted but its functions remain with the OCA except the slaughterhouse operation which is absorbed by OVS.
   b. The Agriculturist, Cooperatives Officer and Environment and Natural Resources Officer, all optional for Cities, are combined into one office.
   c. OPI stays with the OCM; OPD with OSWD; and HRMO with OCA.
4. This model is more expensive than Model E-1.



CITY Model F

May be adopted by Third and Fourth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The offices are considered vital in the delivery of basic services to the city's constituents; and
3. Considering the basic priorities and the financial limitations of Third and Fourth Class cities, some offices need to be merged or combined.

Features:

1. This model reduces the number of offices to seventeen.
2. Budgeting always goes with planning. Considering the financial constraints of lower-class cities, this model integrates the Budget office and Planning and Development Office under the Planning and Budgeting Office. Both the Planning and Development Coordinator and the Budget Officer are mandatory positions for cities.
3. Similarly, the Engineering Office and the Office on Architecture Planning and Design (OAPD) are combined under the Engineering and Architectural Planning Office. The Engineer is mandatory while the Architect is optional for cities.
4. The Office on Population Development (OPD) stays with the Office on Social Welfare and Development Services (OSWDS); the Office for Agricultural Services (OAS) and the Office on Environment and Natural Resources (OENR) are merged; the Office for Human Resource Management (OHRM) stays with the Office of the City Administrator (OCA); and the Office on Public Information (OPI) remains with the Office of the City Mayor (OCM).
5. Different combinations of offices may be adopted depending on the service priorities and financial capacity of a specific city.
6. With the number of offices reduced to seventeen, this model is less expensive than Model E.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaires as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Below are the priorities for Third and Fourth Class Cities:

1. Public works and infrastructure projects;
2. Garbage collection;
3. Livelihood;
4. Health/hospitals;
5. Water;
6. Environmental Program;
7. Housing;
8. Solid waste disposal;
9. Slaughterhouse; and
10. Public markets.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Budgeting Office (PBO)

7. Office on General Services (OGS)
8. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

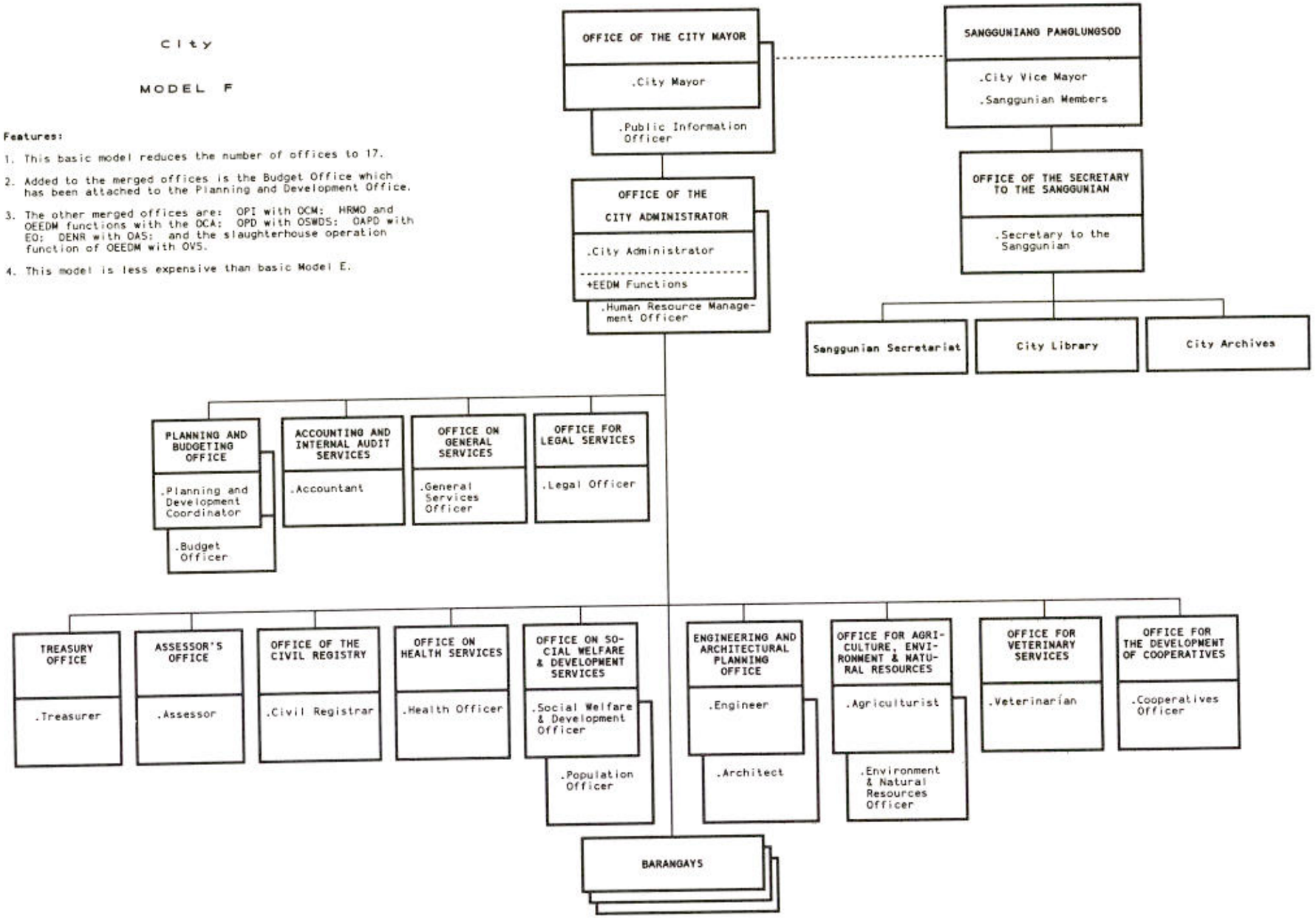
9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office on Social Welfare and Development Services (OSWDS)
13. Engineering and Architectural Planning Office (EAPO)
14. Office of the Civil Registry (OCR)
15. Office for Agriculture, Environment and Natural Resources (OAENR)
16. Office for Veterinary Services (OVS)
17. Office for the Development of Cooperatives (ODC)

City

MODEL F

Features:

1. This basic model reduces the number of offices to 17.
2. Added to the merged offices is the Budget Office which has been attached to the Planning and Development Office.
3. The other merged offices are: OPI with OCM; HRMO and OEEDM functions with the OCA; OPD with OSWDS; OAPD with EO; DENR with OAS; and the slaughterhouse operation function of OEEDM with OVS.
4. This model is less expensive than basic Model E.



CITY Model F-1

May be adopted by Third and Fourth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The offices are considered vital in the delivery of basic services to the city's constituents;
3. Considering the basic priorities and the financial limitations of Third and Fourth Class cities, some offices need to be merged or combined; and
4. To ease the administrative load of the City Administrator, there is need to group the offices into clusters.

Features:

1. This model has seventeen offices.
2. Budgeting always goes with planning. Considering the financial constraints of lower-class cities, this model integrates the Budget office and Planning and Development Office under the Planning and Budgeting Office. Both the Planning and Development Coordinator and the Budget Officer are mandatory positions for cities.
3. Similarly, the Engineering Office and the Office on Architecture Planning and Design (OAPD) are combined under the Engineering and Architectural Planning Office. The Engineer is mandatory while the Architect is optional for cities.
4. The Office on Population Development (OPD) stays with the Office on Social Welfare and Development Services (OSWDS); the Office for Agricultural Services (OAS) and the Office on Environment and Natural Resources (OENR) are merged; the Office for Human Resource Management (OHRM) stays with the Office of the City Administrator (OCA); and the Office on Public Information (OPI) remains with the Office of the City Mayor (OCM).
5. Different combinations of offices may be adopted depending on the service priorities and financial capacity of a specific city.
6. Due to financial constraints being encountered by lower-class cities, the clustering of offices is still being offered as an alternative. But this time, however, the clusters are to be headed only by chairmen and no longer by Assistant City Administrators who would cost the city additional expense.
7. With the number of offices reduced to seventeen, this model is less expensive as Model F.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaires as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Below are the priorities for Third and Fourth Class Cities:

1. Public works and Infrastructure projects;
2. Garbage collection;
3. Livelihood;
4. Health/hospitals;
5. Water;
6. Environmental Program;
7. Housing;
8. Solid waste disposal;
9. Slaughterhouse; and
10. Public markets.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)

3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Development Office (PDO)
7. Budget Office (BO)
8. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES A Cluster

9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office on Social Welfare and Development Services (OSWDS)
13. Office of the Civil Registry (OCR)

TECHNICAL SERVICES B Cluster

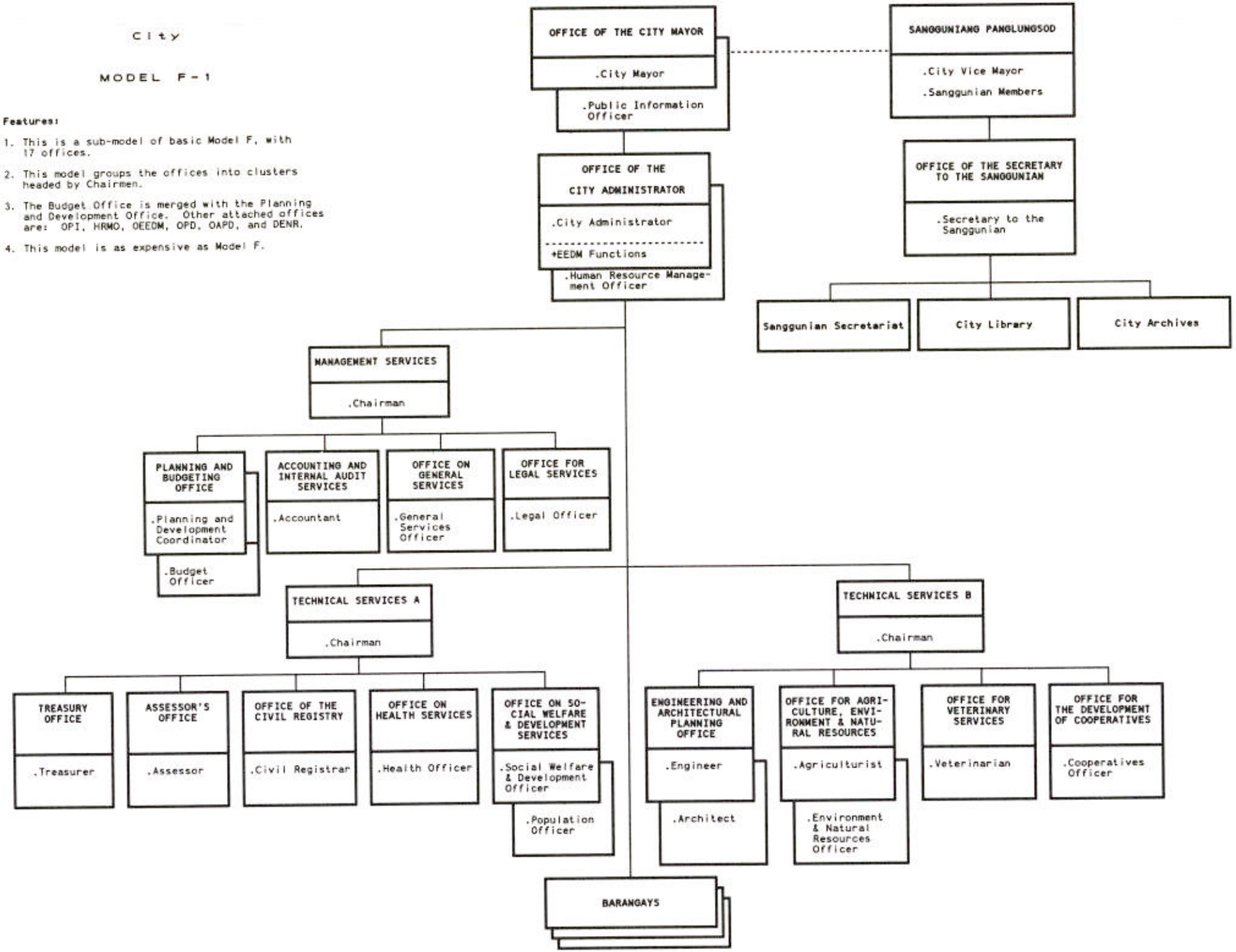
14. Engineering and Architectural Planning Office (EAPO)
15. Office for Agriculture, Environment and Natural Resources (OAENR)
16. Office for Veterinary Services (OVS)
17. Office for the Development of Cooperatives (ODC)

City

MODEL F-1

Features:

1. This is a sub-model of basic Model F, with 17 offices.
2. This model groups the offices into clusters headed by Chairmen.
3. The Budget Office is merged with the Planning and Development Office. Other attached offices are: OPI, HRMO, OEEDM, OPD, OAPD, and DENR.
4. This model is as expensive as Model F.



CITY Model G

May be adopted by Fifth and Sixth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The offices are considered vital in the delivery of basic services to the city's constituents; and
3. Considering the basic priorities and the financial limitations of Fifth and Sixth Class cities, some offices need to be merged or combined.

Features:

1. This model has fifteen offices.
2. The service priorities of these lower-class cities are predominantly agricultural with health and social services getting the next priority. With these priority considerations, the following merging of offices is effected in this model:
   - The Office on Population Development (OPD) and the Office on Social Welfare and Development Services (OSWDS) are combined under the Office for Health and Social Services; and
   - The Office for Agricultural Services (OAS), the Office for the Development of Cooperatives (ODC) and the Office for Environment and Natural Resources (OENR) are merged into the Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR).
3. The rest of the merged offices stay as follows:
   - the Office on Public Information (OPI) with the Office of the City Mayor (OCM);
   - the Office for Human Resource Management (OHRM) with the Office of the City Administrator (OCA);
   - the Budget Office (BO) with the Planning and Development Office (PDO); and
   - the Office on Architectural Planning and Design (OAPD) with the Engineering Office (EO).
4. Depending on the service priorities and the financial standing of a particular city, a different combination of offices/positions may be adopted to suit the city's needs and requirements.
5. With the number of offices reduced to fifteen, this structure is less expensive than Model F.

Service Priorities:

The service priorities in this model were determined from the responses tot he survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Below are the priorities of Fifth and Sixth Class Cities:

1. Barangay roads;
2. Farm-to-market roads;
3. Irrigation systems;
4. Agriculture extension services;
5. Public works and infrastructure projects;
6. Water;
7. Field health services;
8. Social services;
9. Livelihood; and
10. Transportation.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Budgeting Office (PBO)
7. Office on General Services (OGS)
8. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor

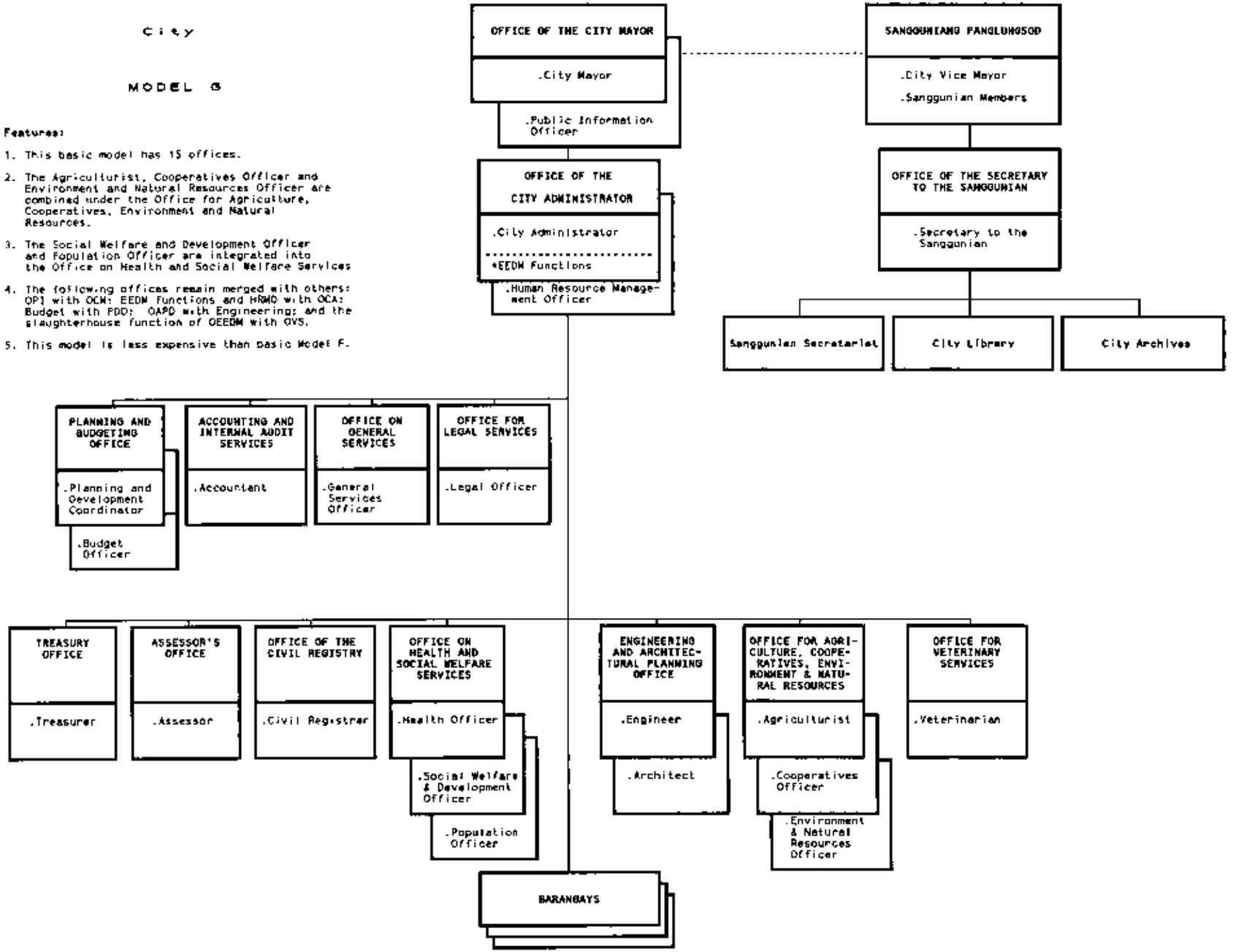
9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health and Social Welfare Services (OHSWS)
12. Engineering and Architectural Planning Office (EAPO)
13. Office of the Civil Registry (OCR)
14. Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR)
15. Office for Veterinary Services (OVS)

City

MODEL G

Features:

1. This basic model has 15 offices.
2. The Agriculturist, Cooperatives Officer and Environment and Natural Resources Officer are combined under the Office for Agriculture, Cooperatives, Environment and Natural Resources.
3. The Social Welfare and Development Officer and Population Officer are integrated into the Office on Health and Social Welfare Services
4. The following offices remain merged with others: OPI with OCM; EEDM Functions and HRMO with OCA; Budget with PDO; OAPD with Engineering; and the slaughterhouse function of OEEDM with OVS.
5. This model is less expensive than Basic Model F.



CITY Model G-1

May be adopted by Fifth and Sixth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The offices are considered vital in the delivery of basic services to the city's constituents;
3. Considering the basic priorities and the financial limitations of Fifth and Sixth Class cities, some offices need to be merged or combined; and
4. Grouping of the offices into clusters is still an alternative that lower-class cities may adopt.

Features:

1. This model has fifteen offices.
2. The service priorities of these lower-class cities are predominantly agricultural with health and social services getting the next priority. With these priority considerations, the following merging of offices is effected in this model:

   - The Office on Population Development (OPD) and the Office on Social Welfare and Development Services (OSWDS) are combined under the Office on Health and Social Services (OHSS); and
   - The Office for Agricultural Services (OAS), Office for the Development of Cooperatives (ODC) and Office for Environment and Natural Resources (OENR) are merged into the Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR).

3. The rest of the merged offices stay as follows:

   - the Office on Public Information (OPI) with the Office of the City Mayor (OCM);
   - the Office for Human Resource Management (OHRM) with the Office of the City Administrator (OCA);
   - the Budget Office (BO) with the Planning and Development Office (PDO); and
   - the Office on Architectural Planning and Design (OAPD) with the Engineering Office (EO).

4. Depending on the service priorities and the financial condition of a particular city, a different combination of offices/positions may be adopted to suit the city's needs and requirements.
5. Considering the low financial capacity of lower-class cities the clustering of offices may still be adopted by them. But in order not to incur additional expense the clusters may be headed by department heads to be chosen on a rotating basis from among them. The appointment of Assistant City Administrators is not recommended anymore due to financial constraints of the lower-ranked cities.
6. With number of offices reduced to fifteen, this structure is less expensive than Model F.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Below are the priorities of Fifth and Sixth Class Cities:

1. Barangay roads;
2. Farm-to-market roads;

3. Irrigation systems;
4. Agriculture extension services;
5. Public works and infrastructure projects;
6. Water;
7. Field health services;
8. Social services;
9. Livelihood; and
10. Transportation.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Budgeting Office (PBO)
7. Office on General Services (OGS)
8. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES A Cluster

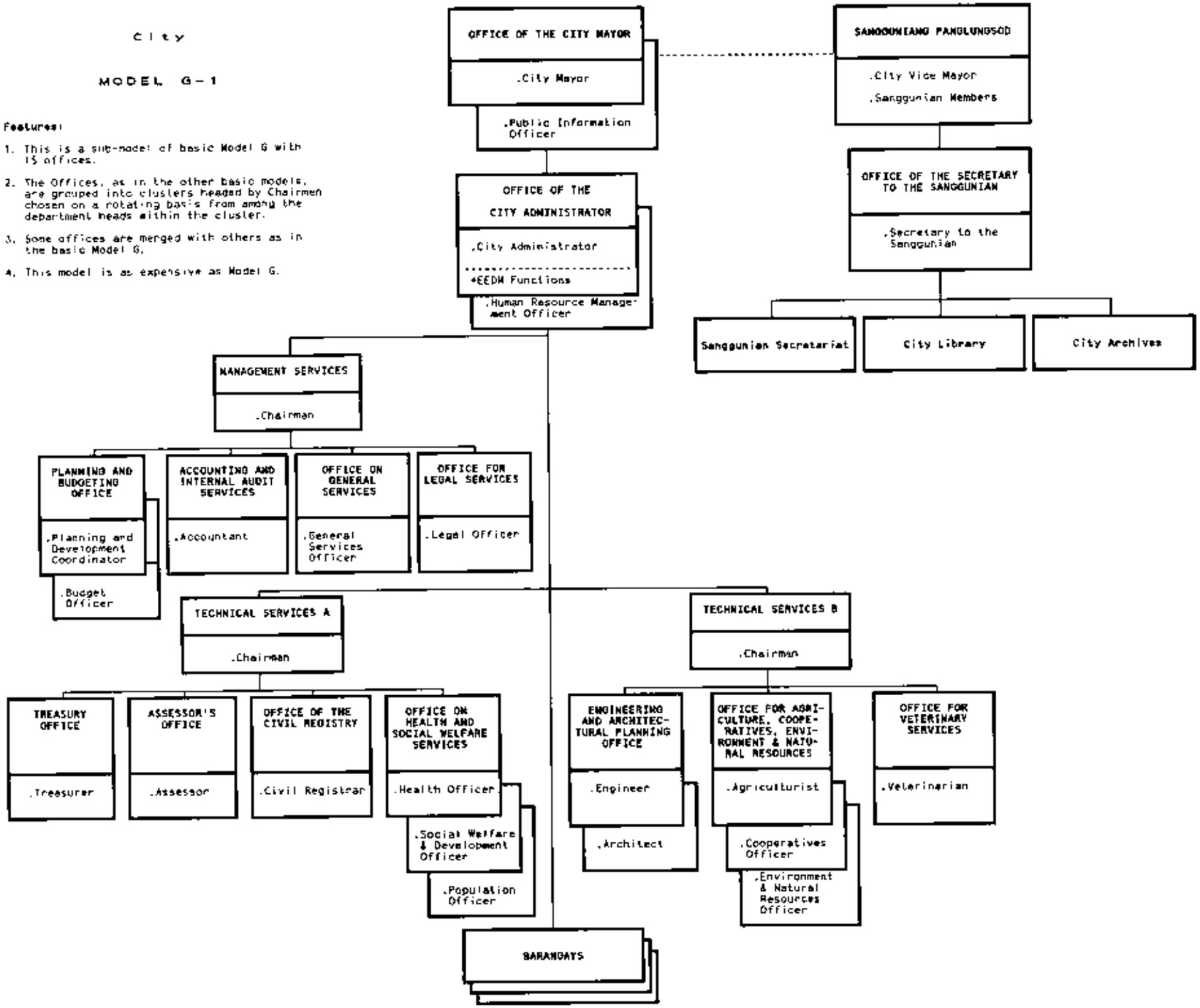
9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health and Social Welfare Services (OHSWS)
12. Engineering and Architectural Planning Office (EAPO)
13. Office of the Civil Registry (OCR)
14. Office for Agriculture, Cooperatives, Environment and Natural Resources (OACENR)
15. Office for Veterinary Services (OVS)

City

MODEL G-1

Features:

1. This is a sub-model of basic Model G with 15 offices.
2. The Offices, as in the other basic models, are grouped into clusters headed by Chairmen chosen on a rotating basis from among the department heads within the cluster.
3. Some offices are merged with others as in the basic Model G.
4. This model is as expensive as Model G.



CITY Model H

May be adopted by Fifth and Sixth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The offices are considered vital in the delivery of basic services to the city's constituents; and
3. Considering the basic priorities and the financial limitations of these classes of cities, some offices need to be merged or combined.

Features:

1. This model has fourteen offices.
2. Considering the service priorities and financial constraints of Fifth and Sixth Class Cities, structural adjustments are introduced in this model:

   - The Office for Environment and Natural Resources (OENR) and the Office on Population Development (OPD) do not appear in the chart because they don't exist as separate units anymore. But their functions shall continue to be discharged by the offices to which they were previously merged;
   - The General Services Officer (GSO), a mandatory position for cities, is attached to the Office of the City Administrator (OCA) together with Human Resource Management Officer (HRMO); and
   - Other features of this model:

     o Office on Social Welfare and Development Services (OSWDS) stays with the Office on Health Services (OHS);
     o Office for the Development of Cooperatives (ODC) with the Office for Agricultural Services (OAS);
     o Office on Architectural Planning and Design (OAPD) with the Engineering Office (EO);
     o Budget Office (BO) with the Planning and Development Office (PDO); and
     o Office on Public Information (OPI) with the Office of the City Mayor (OCM).

3. Depending on the service priorities and the financial condition of the city, a different combination of offices/positions may be adopted to suit the city's needs and requirements.
4. With the number of offices reduced to fourteen, this structure is less expensive than Model G.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which services they considered to be their priorities.

Below are the service priorities of Fifth and Sixth Class Cities:

1. Barangay roads;
2. Farm-to-market roads;
3. Irrigation systems;
4. Agriculture extension services;
5. Public works and infrastructure projects;
6. Water;
7. Field health services;
8. Social services;
9. Livelihood; and
10. Transportation.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Budgeting Office (PBO)
7. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

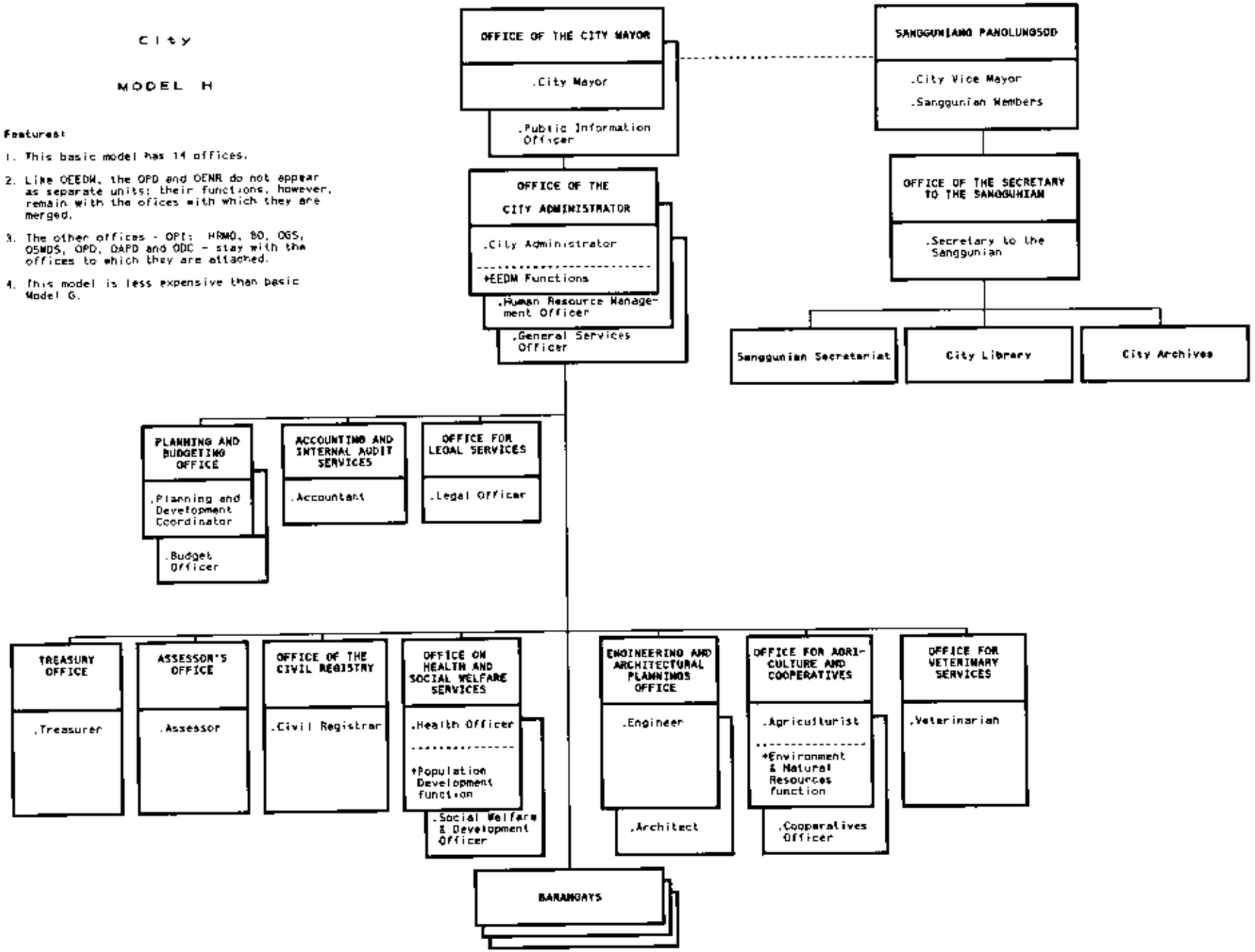
8. Treasury Office (TO)
9. Assessor's Office (AO)
10. Office on Health and Social Welfare Services (OHSWS)
11. Engineering and Architectural Planning Office (EAPO)
12. Office of the Civil Registry (OCR)
13. Office for Agriculture and Cooperatives (OAC)
14. Office for Veterinary Services (OVS)

City

MODEL H

Features:

1. This basic model has 14 offices.
2. Like OEEDW, the OPD and OENR do not appear as separate units; their functions, however, remain with the ofices with which they are merged.
3. The other offices - OPI; HRMO, BO, OGS, OSWDS, OPD, DAPD and ODC - stay with the offices to which they are attached.
4. This model is less expensive than basic Model G.



CITY Model H-1

May be adopted by Fifth and Sixth Class Cities

Key Considerations:

1. The city has sufficient financial capability to maintain the offices included in this model;
2. The offices are considered vital in the delivery of basic services to the city's constituents;
3. Considering the basic priorities and the financial limitations of these classes of cities, some offices need to be merged or combined; and
4. Clustering of offices may still be considered.

Features:

1. This model has fourteen offices.
2. Considering the service priorities and financial constraints of Fifth and Sixth Class Cities, structural adjustments are introduced in this model:

   - The Office on Environment and Natural Resources (OENR) and the Office on Population Development (OPD) do not appear in the chart because they don't exist as separate units anymore. But their functions shall continue to be discharged by the offices to which they were previously merged;
   - The General Services Officer (GSO), a mandatory position for cities, is attached to the Office of the City Administrator (OCA) together with the Human Resource Management Officer (HRMO); and
   - Other features of this model:

     o Office on Social Welfare and Development Services (OSWDS) stays with the Office on Health Services (OHS);
     o Office for the Development of Cooperatives (ODC) with Office for Agricultural Services (OAS);
     o Office on Architectural Planning and Design (OAPD) with Engineering Office (EO);
     o Budget Office (BO) with Planning and Development Office (PDO); and
     o Office on Public Information (OPI) with Office of the City Mayor (OCM).

3. Depending on the service priorities and the financial standing of the city, a different combination of offices/positions may be adopted to suit the city's needs and requirements.
4. This model still makes use of the clustering of offices. But the heads of the clusters are drawn from among the ranks of the department heads within each cluster. Considering the low financial position of lower-class cities the appointment of Assistant City Administrator is not recommended.
5. With the offices reduced to fourteen and the cluster chairmen drawn from incumbent department heads, this structure is the least expensive among all the models for cities.

Service Priorities:

The service priorities in this model were determined from the responses to the survey questionnaire as well as from field interviews. The respondents were made to choose from a list of twenty-one priority services needed by the Local Government Units. In the interview, they were asked which service they considered to be their priorities.

Below are the priorities of Fifth and Sixth Class Cities:

1. Barangay roads;
2. Farm-to-market roads;
3. Irrigation systems;

4. Agriculture extension services;
5. Public works and infrastructure projects;
6. Water;
7. Field health services;
8. Social services;
9. Livelihood; and
10. Transportation.

Offices:

1. Office of the City Mayor (OCM)
2. Sangguniang Panlungsod (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the City Administrator (OCA)

Staff Offices Under the General Supervision of the City Mayor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services (AIAS)
6. Planning and Budgeting Office (PBO)
7. Office for Legal Services (OLS)

Line Offices Under the General Supervision of the City Mayor:

TECHNICAL SERVICES A Cluster

8. Treasury Office (TO)
9. Assessor's Office (AO)
10. Office on Health and Social Welfare Services (OHSWS)
11. Office of the Civil Registry (OCR)

TECHNICAL SERVICES B Cluster

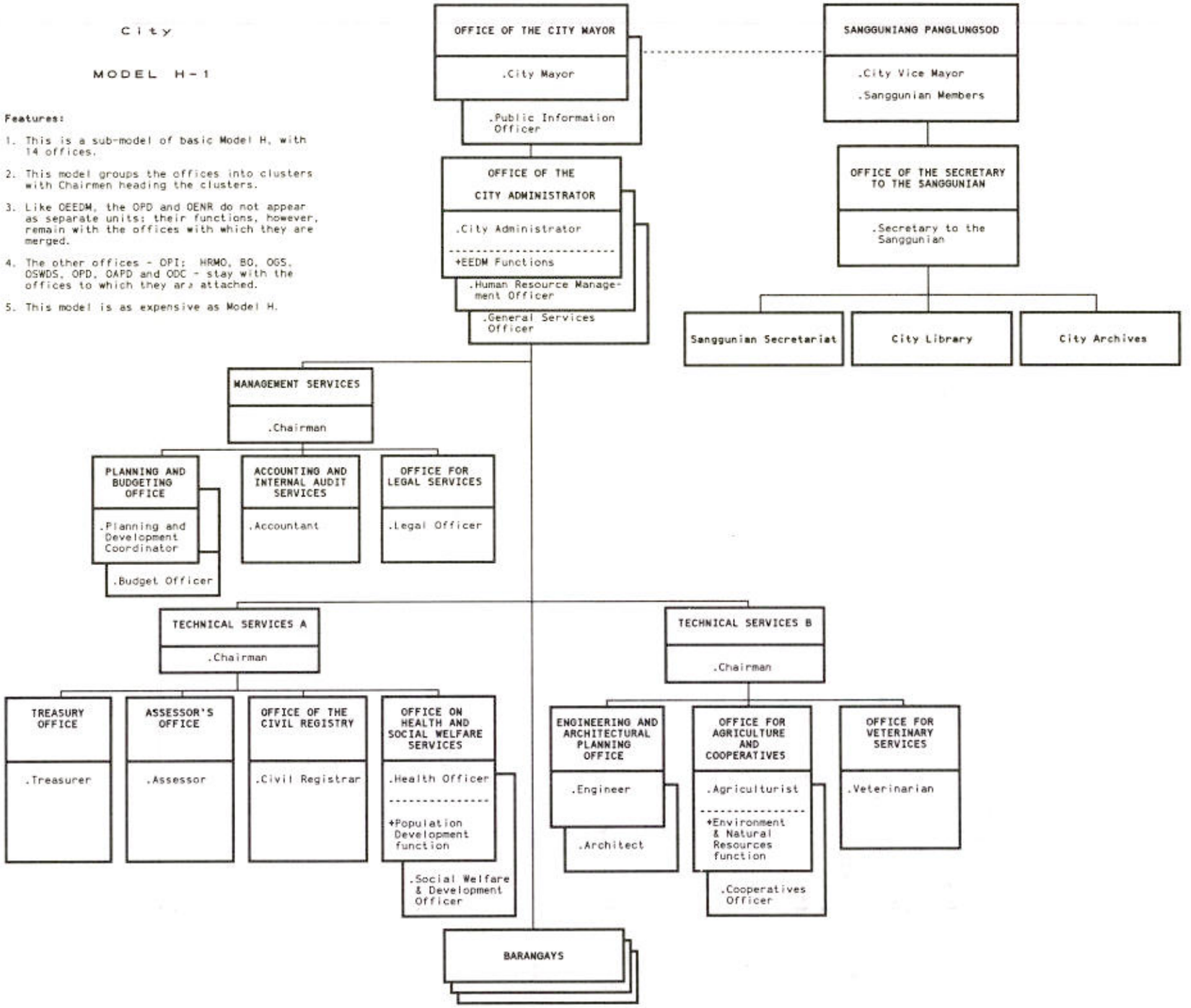
12. Engineering and Architectural Planning Office (EAPO)
13. Office for Agriculture and Cooperatives (OAC)
14. Office for Veterinary Services (OVS)

City

MODEL H-1

Features:

1. This is a sub-model of basic Model H, with 14 offices.
2. This model groups the offices into clusters with Chairmen heading the clusters.
3. Like OEEDM, the OPD and OENR do not appear as separate units; their functions, however, remain with the offices with which they are merged.
4. The other offices - OPI; HRMO, BO, OGS, OSWDS, OPD, OAPD and ODC - stay with the offices to which they are attached.
5. This model is as expensive as Model H.



C. SUMMARY OF BASIC MODELS FOR CITIES

OFFICE / MODEL	A	B	C	D	E	F	G	H
1. Office of the City Mayor (OCM)	OCM	OCM	OCM	OCM/OPI	OCM/OPI	OCM/OPI	OCM/OPI	OCM/OPI
2. Sangguniang Panlungsod (SP)	SP	SP	SP	SP	SP	SP	SP	SP
3. Office of the Secretary to the Sanggunian (OSS)	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS
4. Office of the City Administrator (OCA)	OCA	OCA/OEEDM	OCA/OPI	OCA/OHRM	OCA/OHRM/ OEEDM	OCA/OHRM/ OEEDM	OCA/OHRM/ OEEDM	OCA/OHRM/ OGS/OEEDM
5. Accounting and Internal Audit Services (AIAS)	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS
6. Budget Office (BO)	BO	BO	BO	BO	BO	*	*	*
7. Planning and Development Office (PDO)	PDO	PDO	PDO	PDO	PDO	PDO/BO	PDO/BO	PDO/BO
8. Office for Legal Services (OLS)	OLS	OLS	OLS	OLS	OLS	OLS	OLS	OLS
9. Office on General Services (OGS)	OGS	OGS	OGS	OGS	OGS	OGS	OGS	*
10. Treasury Office (TO)	TO	TO	TO	TO	TO	TO	TO	TO
11. Assessor's Office (AO)	AO	AO	AO	AO	AO	AO	AO	AO
12. Office of the Civil Registry (OCR)	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR
13. Office on Health Services (OHS)	OHS	OHS	OHS	OHS	OHS	OHS	OHS OSWDS/OPD	OHS OSWDS/OPD
14. Office on Social Welfare & Development Services (OSWDS)	OSWDS	OSWDS	OSWDS/OPD	OSWDS/OPD	OSWDS/OPD	OSWDS/OPD	*	*
15. Office on Population Development (OPD)	OPD	OPD	*	*	*	*	*	---
16. Engineering Office (EO)	EO	EO	EO	EO	EO	EO/OAPD	EO/OAPD	EO/OAPD
17. Office on Architectural Planning and Design (OAPD)	OAPD	OAPD	OAPD	OAPD	OAPD	*	*	*
18. Office for Agricultural Services (OAS)	OAS	OAS/ODC	OAS/OENR	OAS/OENR	OAS/ ODC/OENR	OAS/OENR	OAS/ ODC/OENR	OAS/ODC
19. Office on Environment and Natural Resources (OENR)	OENR	OENR	*	*	*	*	*	---
20. Office for Veterinary Services (OVS)	OVS	OVS	OVS	OVS	OVS	OVS	OVS	OVS
21. Office for the Development of Cooperatives (ODC)	ODC	*	*	ODC	*	ODC	*	*
22. Office on Public Information (OPI)	OPI	OPI	*	*	*	*	*	*
23. Office for Human Resource Management (OHRM)	OHRM	OHRM	OHRM	*	*	*	*	*
24. Office on Economic Enterprises Development and Management (OEEDM)	OEEDM	*	OEEDM/ODC	OEEDM	---	---	---	---
	24 offices	22 offices	20 offices	20 offices	18 offices	17 offices	15 offices	14 offices

Legend: * - The Office has been merged with another

--- - The Office has been deleted, its functions assigned to another office.

V. GLOSSARY OF TERMS AND ABBREVIATIONS USED IN THE GUIDEBOOK

ACA	Assistant City Administrator
AIAS	Accounting and Internal Audit Service
AO	Assessor's Office
BO	Budget Office
Charts	refers to the organizational structure models.
Code	refers to the new Local Government Code.
EAPO	Engineering and Architectural Planning Office (combined EO and OAPD)
EEO	Economic Enterprises Officer
EO	Engineering Office
HRMO	Human Resource Management Officer
LGC	Local Government Code
LGU	Local Government Unit. It refers to either a municipality, a city, or a province.
Model	refers to the organizational structure or chart
NGO	Non-Governmental Organization
OAC	Office for Agriculture and Cooperatives (combined OAS and ODC)
OAENR	Office for Agriculture, Environment, and Natural Resources (combined OAS and OENR)
OAENRC	Office for Agriculture, Environment, Natural Resources, and Cooperatives (combined OAS, OENR, and ODC)
OAENRVS	Office for Agriculture, Environment, Natural Resources, and Veterinary Services (combined OAS, OENR, and OVS)
OAPD	Office on Architectural Planning and Design
OAS	Office for Agricultural Services
OAVS	Office for Agriculture and Veterinary Services (combined OAS and OVS)
ODC	Office for the Development of Cooperatives
OEECD	Office for Economic Enterprises and Cooperatives Development (combined OEEDM and ODC)
OEEDM	Office for Economic Enterprise Development and Management
OENR	Office on Environment and Natural Resources
OGS	Office on General Services
OHRM	Office for Human Resource Management
OHS	Office on Health Services
OHSWS	Office on Health and Social Welfare Services (combined OHS AND OSWDS)
OLS	Office for Legal Services
OPA	Office of the Provincial Administrator
OPD	Office on Population Development
OPG	Office of the Provincial Governor
OPI	Office on Public Information
OSS	Office of the Sanggunian Secretary
OSWDS	Office on Social Welfare and Development Services
OVS	Office for Veterinary Services
PBO	Planning and Budgeting Office (combined PDO and BO)
PDO	Planning and Development Office
TO	Treasury Office