

# PUBLIC ADMINISTRATION SERVICE

A CORPORATION NOT FOR PROFIT

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## THE WORK OF PUBLIC ADMINISTRATION SERVICE

Public Administration Service has rendered technical assistance to all kinds of governmental agencies - cities, towns, villages, school districts, counties, states, and the federal government. It has made scores of administrative surveys, reorganizations, installations of improved systems and procedures, and at times has been called upon temporarily to administer governmental operations.

The following brief descriptions of some of its typical survey and installation assignments and research and publications work illustrate the various ways in which Public Administration Service is assisting governments. The projects are listed with current assignments first.

### SURVEYS, REORGANIZATIONS, AND INSTALLATIONS

**City and County of San Francisco** - A survey of the organization, administration, and financial and social service procedures of the Welfare Department of the combined city and county government is now in progress.

**State of Michigan** - A survey is under way of the organizational management, and procedural problems of the Bureau of Old Age Assistance, State Welfare Department, and State Emergency Relief Administration.

The installation of completely modernized central accounting and budgeting systems for the state government is just being completed. This work followed the approval by the Governor and the State Administrative Board of the survey and recommendations described in the report "Financial Administration in the Michigan State Government."

In 1936, Public Administration Service furnished the technical assistance for the Governor's Civil Service Study Commission in making a survey, framing a plan of personnel administration, and drafting the civil service law which, with some amendments, is now in effect.

**Concord, New Hampshire** - A general administrative survey of the city government, designed to review and recommend upon the organization, over-all administrative facilities, and specific operating problems, is in progress.

**State of Rhode Island** - A general survey of the organization and administration of the state government is now under way.

**Greenwich, Connecticut** - Technical assistance is being provided to the Town Reorganization Committee in devising an improved form of town government, in preparing public reports of its recommendations, and in drafting the legislation needed to put the plan into effect.

In 1937, the police department was reorganized and the report on this reorganization and installation entitled "Greenwich, Connecticut Police Department Survey" was designated by the Governmental Research Association as the most noteworthy governmental research report for the year 1937.

In the previous year improved budgeting, purchasing, accounting, personnel, and office procedures were installed in the highway department.

**Wayne County, (Detroit) Michigan** - Following the design and installation of central accounting and budgeting systems controlling all county operations, a revision of tax collection procedures is now in process. A position-classification leading to salary standardization, and institutional control and cost accounting systems are now being installed in Eloise Hospital (mental hygiene) and Northville Training School (juvenile delinquency).

**State of California** - A survey of the internal organizational and administrative problems of the State Relief Administration has been completed. Now under way is a comprehensive analysis of welfare and relief activities of state and local governments in California, directed to the determination of the proper allocation of functions between state and localities, design of the over-all form of state welfare organization, and drafting of legislation needed to establish these functions on a stable, integrated basis.

**United States Housing Authority** - A review is under way of the general effectiveness and suitability of existing plan of organization and operating methods.

**State of Montana** - Public Administration Service designed and supervised a state-wide examination program of the Department of Public Welfare for the American Public Welfare Association.

**Social Security Board** - In 1936 a survey was made covering the structural set-up of the Board and its subdivisions, financial administration, and the coordination of social security activities.

Later, a survey report was submitted covering certain administrative problems of the Board with particular reference to the reorganization of the Bureau of Unemployment Compensation. More recently, consultant service was rendered the Bureau of Old Age Insurance in the improvement of its internal organization and operations, including mail, files, personnel, purchasing, budgeting and accounting, and old age insurance claims procedures.

**Seattle, Washington** - In addition to the preparation of position-classification and salary standardization plans for the entire city service, including the municipally owned light and power and street railway systems, civil service operating procedures were improved and personnel rules and regulations revised.

**Alameda**  
**Coalinga**  
**Roseville**

**Stockton, California** - Public Administration Service designed personnel systems including classification and compensation plans, rules and regulations and where required, ordinances and charter amendments.

**Wheeling, West Virginia** - A comprehensive administrative survey of the city government covered general administration and organization, personnel management, budgeting, accounting and auditing, planning and zoning, purchasing, water supply, public works, police and fire service, public health, and other municipal activities. An administrative code and ordinances embodying the improved organization and procedures were adopted.

**Fresno, California** - A general review of the Police Department resulted in recommendations concerning organization, patrol, investigation, records, personnel and other administrative problems.

**South Gate, California** - Assistance was rendered to city officials in reviewing and revising space layout plans for the new city hall.

**Fargo and Minot, North Dakota** - Personnel systems were devised and installed in these two municipalities applying to all employees in Minot and restricted to police and fire personnel in Fargo.

**Outremont, Canada** - Recommendations were submitted for the improvement of police and fire services.

**Fort Worth, Texas** - PAS prepared ordinances, rules, classification and salary plans, and detailed operating procedures in the installation of a modern personnel system.

**State of Illinois** - Staff assistance was furnished the American Public Welfare Association in its comprehensive survey of state public welfare services in Illinois.

**Shorewood, Wisconsin** - A personnel system was developed and established for the village government. An earlier project consisted of the installation of administrative improvements, records, and cost systems in five departments.

**Schenectady, New York** - A mechanized central accounting system for the Finance Department of the City was installed.

**Hennepin County, Minnesota** - Assistance was given to the American Public Welfare Association in its survey covering the activities of the Hennepin County Welfare Board and the Department of Public Relief of the City of Minneapolis.

**Montclair, New Jersey** - The installation of a municipal refuse collection service entailed a survey of city needs, the design of collection equipment, route layouts, training of employees, and development of costing procedures.

**Miami Beach, Florida** - A review was made of the proposed pension system, an ordinance drafted establishing the administrative organization of the city, and a report prepared outlining a civil service installation program.

**Dallas County, Texas** - Assistance was given the American Public Welfare Association in a survey of organization, financial, legal, and procedural aspects of public welfare.

**Commonwealth of Massachusetts** - PAS gave general direction to the research and survey program of the 1937 Special Commission on Taxation and Public Expenditures. This involved supervision of the preparation of sixteen reports covering finance, welfare, personnel and civil service, public safety, public works, taxation, housing, and the Metropolitan District Commission.

**Commonwealth of Kentucky** - The most recent project undertaken for the State involved a reorganization of the State Department of Welfare, including mental hygiene, child welfare, and correctional institutions. Institutional and prison industry cost accounting systems were installed.

In 1937 Public Administration Service prepared position-classification and salary plans for the entire state personnel.

The most comprehensive project undertaken for Kentucky consisted of assistance in the application of a state reorganization plan; establishment of a new finance department; installation of budget, accounting, treasury, and purchasing systems.

**Springfield, Illinois** - This assignment entailed a reorganization of the municipal water, light, and power department; design and installation of systems of appropriation, customer, and cost accounting; and modernization of operating methods.

**State of Arkansas** - Assistance was given in setting up the new state civil service system, including the establishment of a state personnel division, preparation of classification and salary plans, drafting of personnel rules, development of examination and other operating procedures, and the installation of forms and records.

**Michigan Municipalities** - Public Administration Service collaborated with the Civil Service Assembly in a special program of the Michigan Municipal League directed to the improvement of personnel administration in the cities of the state. Demonstration installations of personnel systems were made in Dearborn, Flint, Saginaw, and Kalamazoo.

**State of New York** - The first of two major projects involved a reorganization of the State Department of Social Welfare, including the consolidation with it of the State Emergency Relief Administration and the design of social, statistical, and financial procedures controlling the operations both of the state department and of local welfare districts.

Under the second project, PAS was responsible for a major segment of the Inquiry into the Character and Cost of Public Education made for the Board of Regents of the State Department of Education. This work embraced the administrative, financial, cost, and business management phases of the state education system. As an incidental part of the work, demonstration financial installations were made in the Cazenovia, East Nassau, White Plains, Northport, Watertown, and Ithaca school districts.

**Saginaw, Michigan** - Administrative surveys were made of the police, welfare, public works, and central garage departments.

**Florida Municipalities** - On behalf of the American Municipal Association a study was made for a joint legislative committee and the Florida League of Municipalities covering the chartering, powers, and organization of municipalities. Alternate courses of action were outlined, and home rule constitutional amendments drafted.

**State of Indiana** - A joint personnel administration system serving the Division of Unemployment Compensation and the Department of Public Welfare was developed and installed.

**Hamilton County, Ohio** - A survey was made for the Committee on Coordination and Cooperation in Hamilton County consisting of an appraisal of present personnel practices in the City of Cincinnati, the Board of Education, and Hamilton County. Later the achievements and administration of the Regional Department of Economic Security were evaluated.

**Springfield, Massachusetts** - General survey and installation reports were submitted providing for improved organization, personnel, social case work, business management, finance, records, and accounting in the Welfare Department. A year previous a survey was made of the Department of Streets and Engineering.

**Westchester County, New York** - PAS gave technical supervision to a survey of public library administration throughout the county.

**State of Connecticut** - Surveys covering financial administration, and personnel and purchasing procedures were made for the Governor's Commission on the Reorganization of State Departments.

**Monroe County, New York** - Assistance was rendered in the development of financial and administrative organization under the first county manager government in the state. Detailed instructions covering the establishment of finance, budgeting, accounting, treasury, purchasing, tax collection, and personnel systems were prepared.

**Boston, Massachusetts** - A reorganization survey and installation was made in the Public Welfare Department. Later assistance was given the Public Works Department in an analysis of public works methods and in the design of improved operating and records procedures.

**New Rochelle, New York** - A comprehensive survey was made of public welfare and relief administration.

**Brunswick, Georgia** - Public Administration Service supplied technical supervision for a reassessment of property. Earlier an installation was made of street and sanitation records, cost accounting, and revised administrative methods.

**New York State Emergency Relief Administration** - More effective administrative methods were developed, and a "Manual of Procedure" was prepared to guide 116 local relief administrations in the state (including New York City), covering direct relief, social service, education program, transients, surplus commodities, work relief, purchasing, accounting, statistics, records, and reports.

**Worcester, Massachusetts** - The five departments of streets, sewers, waterworks, public property, and engineering were included in an installation of administrative improvements, records, and cost accounting systems.

**Atlanta, Georgia** - Assistance was given to the American Public Welfare Association in a study of public welfare administration and in organizing a city-county welfare department in 1934. A year later, assistance was again given in a survey and review of progress during the intervening period.

**Federal Emergency Relief Administration** - Aid was supplied in development of the relief program of 1934-35 and in the preparation of instructions for state relief administrations in such matters as work relief; payrolls, purchasing and disbursing; handling of surplus and production commodities; budgeting, accounting, and reporting for federal, state, and local relief funds; and procedures for granting of relief.

**Arlington County, Virginia** - Construction, maintenance, and operating records and procedures for public works and water works services and for a county-wide sewer system were installed.

**Tennessee Valley Authority** - A survey was made of financial and administrative problems, in cooperation with the Institute of Public Administration. Later, PAS designed detailed budgeting and accounting procedures which have been adopted and placed in operation.

**Niagara Falls, New York** - Refuse collection and street cleaning routes were revamped; central stores and equipment bureaus were established; public works cost system was installed; adjustments were made in general accounting; waterworks rates and accounting were revised.

**Federal Public Works Administration** - A survey was made of organization, loan and grant requirements, and other administrative problems. Public Administration Service prepared the "Manual of Financial Procedure for Public Bodies", covering the preparation of projects, keeping of costs records, handling of accounting for project funds, and project reporting.

**Flint, Michigan** - Under the sponsorship of the Michigan Municipal League, budgeting, cost records and operating systems covering streets, sewers, refuse collection, hog farm, sewage disposal, street cleaning, central garage, and asphalt plant were installed.

**Newark, New Jersey** - A survey was made of budgeting, accounting, collection, and auditing procedures of the Department of Finance.

**Cincinnati, Ohio** - Installations were made in the public works divisions of highways, engineering, maintenance, sewers, waste collection, property maintenance, and the central equipment bureau, covering organization, works programs, budgeting, general accounting, payrolls, stores, equipment, and mechanized system of records and cost accounting. Subsequently, a brief survey was made of the accounting system of the City General Hospital.

**Asheville, North Carolina** - The Police Department was reorganized and new methods and procedures instituted.

## GENERAL SERVICES AND RESEARCH

Public Administration Service has both conducted and participated in many research and other programs for improvement in public administration.

**Technical Assistance to Committees** - As a part of its work in devising standards of measurement and improved practices, Public Administration Service has furnished the technical staff for the Committee on Uniform Street and Sanitation Records, the National Committee on Street Pavement Economics, the National Committee on Municipal Standards, and has assisted the National Committee on Municipal Accounting of the Municipal Finance Officers Association.

**Publications** - The Publications Division issues and distributes concise and authoritative monographs on a wide variety of subjects in public administration. The Division also assists the organizations represented by the members of the governing board of Public Administration Service in editing, printing, and distributing many of their publications. Recently a policy has been adopted of publishing for public distribution those of the survey and installation reports which, although prepared for a particular jurisdiction, have general application to similar situations throughout the country. Under this policy, the "Handbook of Financial Administration - Commonwealth of Kentucky," "The Municipal Charter Problem in Florida," the "Greenwich, Connecticut Police Survey," and "Personnel Administration and Procedure as installed in the Indiana Department of Public Welfare and Unemployment Compensation Division" have been released.

**Training in Public Administration** - A special feature of the work of Public Administration Service is its training program. Assistance is given to the Institute for Training in Municipal Administration in preparing extension courses in public administration. The Service is responsible for courses of instruction in the Syracuse University School of Citizenship and Public Affairs. Special lectures are given at a number of universities. On many of its large survey and installation projects the Service provides apprenticeship training to some young man who has completed his academic preparation in the public administration field. These apprentices and other students and officials are assisted in preparing for and securing responsible public employment.

**Inquiry and Research Service** - As a result of its researches, the Service has prepared numerous manuals of procedure, pamphlets, and articles on many phases of government. Through a special grant of funds, PAS is now preparing a series of books and monographs setting forth for general application the practices which it has found most suitable in various jurisdictions. PAS also assists its associated organizations in answering inquiries and aids these organizations and other agencies and individuals in their research studies.

**Investigation of Administrative Practices** - The staff continually visits city, county, state, and federal government departments, assembling data concerning the best administrative practices. During the course of these visits, officials are advised upon improved methods and techniques.