

REORGANIZATION PLAN 2024 -1
(Mayor Deegan)

I. In compliance with Section 21.202, Jacksonville Ordinance Code:

Pursuant to Section 21.202, Part 2, Chapter 21 of the *Jacksonville Ordinance Code*, the administration has investigated the reorganization of certain executive branch departments and makes the following findings regarding the need to reorganize the executive branch of the consolidated government to improve the efficiency of government operations and the delivery of services:

1. The City's organizational structure, staff roles and responsibilities should be reexamined and potentially restructured on an annual basis to meet the needs of the growing population and demand for services, thereby avoiding massive reorganizations every four to eight years.
2. To increase government efficiency, significant strides must be made towards addressing strategic priorities, investing in our future, and better meeting the needs and expectations of our customers.
3. Right sizing departments is necessary, and leadership capacity and succession planning are critical to the stability of our City.
4. Services must be transferred to the most appropriate level of government for delivery.
5. To increase government efficiency, the service levels to our internal and external customers must be enhanced.
6. Restructuring is needed to shift the executive leadership team's focus from being functionally and incrementally focused to being strategically focused. Additionally, long range planning under the current structure seems ineffective or obsolete.
7. The City needs a structure to improve speed, flexibility, and focus by reengineering business processes.
8. The City needs to support and encourage a culture that listens to, learns from, and is passionate about its internal and external customers.
9. Employees should be empowered to utilize their expertise, training, and know-how to create solutions as issues arise. This will allow for employee creativity in identifying methods and ideas for continuous improvement while allowing each employee contributor to become valuable to the City.

The administration finds that the reorganization of the delivery of these services into other related departments charged with delivering the needed services will result in improved efficiency and use of governmental funds. Additionally, the administration finds that this reorganization will achieve maximum efficiency and coordination in the delivery of City services through an updated management structure within the executive department. The reorganization will enable the City to achieve greater operating efficiency. Further, the administration of limited resources is best achieved through this reorganization to ensure that service delivery will be operated for the public good. Additional background, purpose, and information regarding the reorganization is attached hereto as **Exhibit A** (“**Additional Information – Reorganization Plan 2024-1**”).

II. In compliance with Section 21.203, Jacksonville Ordinance Code:

A reorganization plan transmitted by the Mayor:

(a) Shall specify, with respect to each function proposed to be abolished, the legal authority for the exercise of the function.

The authority for this reorganization is set forth in Section 6.04, Article 6 of the Charter for the City of Jacksonville, which identifies the executive branch as operating the day-to-day obligations of the City.

(b) Shall state the reduction of expenditures, itemized as far as practicable, which it is probable will be brought about by the reorganization.

It is expected that the reorganization will result in a more effective and efficient delivery of services to the public while restraining the overall cost of government expenditures. It is the goal of the reorganization to better coordinate delivery of services by realigning the City resources and expertise within the appropriate City departments.

(c) Shall change, where she deems necessary, the name of an agency affected by the reorganization and the title of its head.

Finance and Administration Department, Parts 6 (Procurement Division), Part 7 (Information Technologies Division), Part 8 (Fleet Management Division), and Part 9 (Grants and Contract Compliance Division), Chapter 24 are being repealed and transferred and/or moved to other chapters or parts in the Code. Parts 6 and 8 are being transferred to the new Central Services Department, Chapter 23. The Information Technologies Division, Part 7, Chapter 24, is being repealed and will become a new Technology Solutions Department, Chapter 35. Part 9, Chapter 24 is being repealed and moved to a new Part 6 within the Finance and Administration Department. The Finance and Administration Department is also being renamed to the Finance Department.

Economic Development Office, Chapter 26, is being amended to abolish the Office of International Trade. Chapter 26 is being amended to add the Office of Small Business and Entrepreneurship, the Jacksonville Film and Television Office, and the Office of Equal Business Opportunity – Business Compliance as functions and offices within Chapter 26.

The Sports and Entertainment Division, Part 2, Chapter 28 is being repealed under Chapter 28 and will become a new Sports and Entertainment Department under the new Chapter 27. The Division Chief of the Sports and Entertainment Division will become the Director of the Sports and Entertainment Department.

Fire and Rescue Department, Chapter 31, is being amended to create new Deputy Fire Chief and Administrative Services Chief positions.

Neighborhoods Department, Parts 6 (Animal Care and Protective Services Division) and Part 7 (Office of City Link/630-CITY), Chapter 34, are being repealed from Chapter 34 and moved to the new Central Services Department, Chapter 23.

(d) Shall designate the name of a new agency resulting from a reorganization and the title of its head.

The ordinance creates a new Central Services Department, Chapter 23. The Director of the Central Services Department shall be the head of the department.

The ordinance creates a new Sports and Entertainment Department, Chapter 27. The Director of the Sports and Entertainment Department shall be the head of the department.

The ordinance creates a new Technology Solutions Department, Chapter 35. The Director of the Technology Solutions Department shall be the head of the department.

(e) May include provisions for the appointment and compensation of the head and other officers of the agency, if the Mayor finds and declares that, by reason of a reorganization, these provisions are necessary and, in the provisions:

(1) The head so provided for may be an individual or may be a collegial body with two or more members.

Affected individual division chiefs and department directors are outlined in the ordinance.

(2) The term of office of a head, in the case of an individual, may be at the pleasure of the appointing authority or for a fixed term not to exceed four years or, in the case of a collegial body, shall not be more than four years and may be staggered to lend continuity.

The title and term of all offices serving at the pleasure of the Mayor shall remain the same with the exception of the following newly created positions: Director of Central Services Department, Director of Sports and Entertainment Department, Director of Technology Solutions Department, Deputy Fire Chief (Fire and Rescue Department), and Administrative Services Chief (Fire and Rescue Department).

(3) The compensation of an individual head shall not be at a rate or within a range in excess of that found by the Mayor to prevail for comparable officers in the executive branch.

Compensation for each position will be consistent with the pay and class system approved by Council.

(4) If the appointment is not under the civil service laws, it shall be by the Mayor, subject to confirmation by the Council.

Upon enactment of the reorganization ordinance, the Mayor will appoint and seek Council confirmation via separate legislation for the Director of Central Services Department, Director of Sports and Entertainment Department, Director of Technology Solutions Department, Deputy Fire Chief, and Administrative Services Chief.

(5) Candidates for appointment to a position shall meet the qualifications set forth in the respective code section for the position of appointment; provided, however, the Mayor may propose the appointment and the Council may confirm the appointment of a person to a position, if the Mayor and the Council determine that the person has commensurate training and experience which would be appropriate for such appointment.

The Mayor's recommended appointees will meet the necessary professional qualifications for each position or have commensurate training and experience.

(f) Shall make provision for the transfer or other disposition of the records, property and personnel affected by the reorganization.

The Mayor, through her executive powers, shall provide for the transfer or other disposition of the records, property and personnel affected by the reorganization.

(g) Shall make provision for the transfer of unexpended and unencumbered balances of appropriations and of other funds available for use in connection with an agency or function affected by the reorganization, as he deems necessary for use in connection with the functions affected by the reorganization or for the use of the agency which shall have the functions after the reorganization becomes effective but unexpended balances so transferred shall be used only for the purposes for which the appropriations were originally made.

The ordinance providing for the reorganization provides accordingly.

(h) Shall make provision for terminating the affairs of an abolished agency.

The ordinance providing for the reorganization provides accordingly.

(i) Shall be accompanied by a proposed ordinance or ordinances which will accomplish the reorganization, except in those areas in which an executive order is sufficient.

The ordinance providing for the reorganization accomplishes the reorganization.

(j) Shall bear an identifying number consisting of the year in which the plan is transmitted and the consecutive number of the plan, beginning with "1" in each calendar year.

The Reorganization Plan is 2024-1.

Approved as to Form and Legal Sufficiency

MICHAEL FACKLER
GENERAL COUNSEL



General Counsel or Deputy/Assistant General Counsel

Exhibit A

“Additional Information - Reorganization Plan 2024-1”

Sports & Entertainment - Re-establishes the Department of Sports and Entertainment.

Purpose:

Provides for a direct line to the administration for approvals regarding our venues, tenants, events, and sponsorships. Creates a focus on revenue generating opportunities in support of growth in the sports and entertainment department.

Background:

The department has the responsibility for overseeing and managing sports and entertainment interactions with the City of Jacksonville. The charge is to identify sports and entertainment opportunities, by benchmarking and assessing these opportunities to better position the city as a key partner in attracting top talent, premier events, and expansion of sporting events/competitions. The department has oversight of the Sports and Entertainment Trust Fund.

Align Goals:

- **Streamline Decision Making:** Eliminates multiple approval paths to streamline finance and procurement processing, including permitting for events. Gives the Director more authority and autonomy to represent the city as the primary liaison between our sports franchises, ASM Global and venue tenants. Gives the Director more agility, efficiency, and decision-making power.
- **Fosters Collaboration:** With the creation of the Jacksonville Sports Foundation, the elevation of the department puts us in a more competitive posture to recruit events in partnership with the sports foundation entity. Intentionality and ability to be more effective in producing high level events.
- **Align with Strategic Goals:** It is a critical time with stadium negotiations, FL/GA extension, (Jumbo Shrimp, Jacksonville Sporting Club, Armanda, Icemen, etc). There is a synergy in Jacksonville directly focused on the sports and entertainment expansion.

Technology Solutions – Re-establishes Technology Solutions as a Department.

Purpose:

The Information Technologies Division seeks to strengthen its commitment to remain the service provider of choice, by rebranding itself as the Technology Solutions Department within the executive branch of the City of Jacksonville. Elevates from a division to a department and transforms the focus from a mere function of city government to a strategic partner for the executive branch.

Background:

The City of Jacksonville currently competes with other technology enterprises in the digital marketplace for solutions that enhance the lives of its citizens. The city seeks to provide enhanced

e-commerce, building permitting, procurement and financial services that streamline the digital experience.

The executive branch aims for digital optimization in a competitive marketplace, and, therefore, seeks to fully integrate forward-thinking strategic planning into dependable digital solutions.

Recommend the rebranded Technology Solutions Department report directly to the executive branch. Thereby enhancing accountability for digital outcomes for stakeholders, while improving the overall experience for Jacksonville residents and businesses alike.

Align Goals:

- **Alignment with Strategic Goals:** Integrate Information Technology (IT) more closely with the overall business strategy, to ensure that technology initiatives align with the executive branch’s priorities.
- **Streamline with Decision-Making:** Facilitate quicker decision-making on IT investments, priorities, and strategic directions. Further, contributes significantly to the City’s ability to adapt and respond to change/volatility.
- **Better Risk Management:** Enhance the oversight of cybersecurity, compliance, and other risks associated with technology, which will help to protect infrastructure from potential threats.
- **Improved Communication:** Streamline communication between IT and other departments, which will promote transparency foster collaboration, and ensure that technology solutions meet the needs of the entire organization, rather than specific stakeholders.
- **Improve Innovation:** Deliver citizen-centric outcomes with better staff collaboration. Performance isn’t enough of a vision. This shift towards a more business-agile mindset across the organization encourages business-focused outcomes rather than solely operational performance.
- **Efficient Resource Management:** Ensure technology investments align with administrative priorities. Allocate funds efficiently to support organizational objectives.
- **Competitive Advantage:** Identify new digital technology solutions to match and outperform/outpace potential rival city governments.
- **Team Approach:** Facilitate better coordination and synergy among departments, which will ultimately contribute to an improvement in efficiency and effectiveness within the organization.
- **Demand Management:** Prioritize frequent requests for technology solutions based on the overall strategic goals.

Central Services - Reestablishes Inter-Governmental Affairs under the Central Services moniker.

Purpose:

Effective central services departments reduce the cost of government. This centralization will improve the quality and timeliness of services rendered by program departments and will promote honesty and integrity through city operations.

The size of the budget and number of customers served by these divisions creates the need to be in a strategic group together, hence the need for the department re-creation.

Background:

The Central Services Department provides essential support services that are crucial for the function of the entire municipality. It enables other departments to focus on their core functions while providing essential support services that are vital to the overall success of the city to include, a focus on delivery of customer products and services, a link to strategic priorities for budget and service delivery, to provide general management and expertise on issues affecting customers, to organize around key customer service processes and outcomes, to promote continuous improvement and cost saving opportunities and affords the ability to listen and learn from our customers.

Align Goals:

- **Cost Efficiency:** The Central Services Department is responsible for managing and coordinating various administrative functions such as procurement, facility management, and fleet management, customer service and animal care and protective services. By centralizing these services, the department can achieve economies of scale, streamline processes, and negotiate better contracts, resulting in cost savings and cost avoidance for city government.
- **Resource Optimization:** The Central Services Department ensures efficient allocation and utilization of resources across different departments. They coordinate the distribution of supplies, equipment, and materials to various departments, ensuring that resources are allocated based on priorities and needs. This helps prevent duplication of efforts and minimizes waste.
- **Customer Service:** The Central Services Department serves as a central point of contact for other departments and external stakeholders. They provide support services such as mail and courier services, records management, and facilities maintenance. By ensuring efficient and effective delivery of these services, the department enhances overall customer satisfaction and contributes to the smooth functioning of the city government.

Central Services will focus on the strategic priorities identified in the City Council's Strategic Plan. While engaging in long-range thinking to anticipate rather than react to the city's needs. This will allow the department to link strategic priorities to resources across the city to accomplish strategic goals and objectives.

Provides autonomy for functions like Procurement and the ombudsman's office allowing for best practices for transparency and accountability. This is essential for ensuring value for money and promoting fair competition.

Fire and Rescue Department: - Re-establishes two positions within the department and re-establishes the administrative services division. (Deputy Fire Chief and Chief of Administrative Services)

Purpose:

This reorganization strengthens the overall capability of the Jacksonville Fire and Rescue Department while identifying critical positions and highlighting potential vacancies as a result of the Deferred Retirement Option Plan (DROP). It also re-establishes the Deputy Fire Chief and the administrative services division within the department.

Background:

While going through the process of naming a Fire Chief under the new administration it was blatantly apparent that we had a limited number of qualified candidates within the selection pool. Furthermore, there was no depth in leadership to allow for succession planning. We recognized this would have a detrimental impact on the department in future years. Based on our findings we have assembled a working group of supervisors and managers from various departments and tasked them with developing plans for programs that incorporate educational opportunities and a path for career development and advancement.

Our approach establishes a bench of future leaders that will have the capabilities to lead the department forward.

Align Goals:

- **Efficient Resource Management:** - Re-establish JFRD Deputy Director/Assistant Fire Chief: The Jacksonville Fire and Rescue Department has not had a Deputy since 2011, however, since 2015 have increased over 500 full-time equivalents since 2015. This has increased the demand placed on the Office of the Director. Currently JFRD has nearly 200 employees.
 - The workload and time demand on the Director/Fire Chief has become unmanageable and unsustainable for one person.
 - Prior to the recent creation of a Deputy Director, as mentioned, JFRD had no senior leadership succession plan in place. The position of Director/Fire Chief requires years of training and experience to effectively manage JFRD. Using the succession planning model, the Deputy Director can obtain the training and experience necessary to manage the 2nd largest department in the City of Jacksonville
 - When the current Director/Fire Chief is out of town or on leave, the Deputy Director position gives the department a clear leader. Prior to the re-creation of the position, five Division Chiefs of equal rank were left in charge. This could have potentially created a conflict if an emergency incident crossed divisional boundaries. In addition, the Chief Administrative Officer, the Mayor, and the City Council will now have a singular point of contact for any issues that may arise when the Director/Fire Chief is not available.

- **Demand Management:** - Re-establish Division/Chief of Administrative Services: The administrative services division will support the department through planning, coordinating, and directing a board range of services to allow the organization to operate efficiently.
 - The Jacksonville Fire and Rescue Department has been without a Division Chief of Administrative Services since 2011. Those responsibilities currently fall under the Division Chief of Operations. It is important to note that the Division Chief of Operations already has responsibly for the largest division within JFRD. This has created an unmanageable workload considering the growth in the department since 2015.
 - The Division Chief of Administrative Services will be responsible for:
 - 70 JFRD buildings and facilities.

- JFRD fleet management, including over 500 pieces of apparatus and equipment.
- Design and creation of all specifications for JFRD apparatus.
- Oversight of all JFRD facility repairs and renovations.
- Renewal of all construction plans and development for specification for new fire station construction and major remodels.
- Oversight of the JFRD repair facility (TSF)
- Oversight of the JFRD logistics facility (LSF)