

REORGANIZATION PLAN 2025 -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 2025-1**”).

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.

Chapter 30, Planning and Development Department, Parts 5 (Development Services Division) and Part 6 (Building Inspection Division) are being repealed and transferred and/or moved to Chapter 32, Public Works Department, Part 10 and Part 11, respectively.

Chapter 32, Public Works Department, Part 6 (Solid Waste Division) is being repealed and transferred and/or moved to Chapter 23, Office of Administrative Services, Part 7.

Chapter 34, Neighborhoods Department, Part 4 (Environmental Quality Division) is being repealed and transferred and/or moved to Chapter 23, Office of Administrative Services, Part 8.

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

The ordinance does not create any new agencies.

(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.

(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.

The ordinance contains no new positions that would be subject to confirmation by the Council.

(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 does not abolish any agencies.

(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.

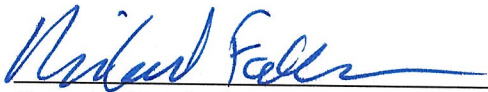
The ordinance providing for the reorganization accomplishes the reorganization.

(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 2025-1.

Approved as to Form and Legal Sufficiency

MICHAEL FACKLER
GENERAL COUNSEL



General Counsel or Deputy/Assistant General Counsel

Exhibit A

“Additional Information - Reorganization Plan 2025-1”

Development Services and Building Inspection Divisions to move to Public Works

Department:

The reporting structure of Development Services and Building Inspection Divisions to the Public Works Department is critical for ensuring the effective management and implementation of infrastructure projects and strengthens the available resources for building permits, civil plan reviews, and right-of-way permits. This alignment enhances operational efficiency, promotes inter-departmental collaboration, and ultimately serves to foster community development and satisfaction.

1. Enhanced Coordination

Development Services Division involves various aspects of regulating local land development including site development, subdivision/roadway design and inspection, street naming and addressing; which must align seamlessly with infrastructure and public service delivery. The Building Inspection Division reviews and approves construction plans and issues building permits to ensure compliance with building codes, zoning regulations, and safety standards. Reporting to the Public Works Department enables enhanced coordination, allowing for:

- **Streamlined Communication:** Establishing a direct link fosters improved communication between plan reviewers, inspectors, engineers, and construction teams, ensuring project goals and permit reviews are met efficiently.
- **Integrated Planning:** Collaborating on projects that require both development and infrastructure support results in a cohesive approach to urban design, reducing project delays and conflicts.

2. Improved Resource Management

Public Works manages essential services such as roads, stormwater drainage, traffic signals, and public buildings. By reporting to this Department, Development Services and Building Inspection can ensure:

- **Better Resource Allocation:** Resources can be allocated based on real-time needs and project scopes, improving budgeting and resource management.
- **Shared Expertise:** Development Services and Building Inspection can leverage the expertise of Public Works staff in planning and executing projects, facilitating knowledge transfer and project enhancement.

3. Compliance and Standards Enforcement

Development Services and Building Inspection are responsible for enforcing safety standards and meeting local, state, and national requirements. Reporting to Public Works helps in:

- **Monitoring and Accountability:** Enhanced oversight ensures both Divisions can monitor projects more effectively, leading to higher accountability in infrastructure development.

4. Community Impact and Development

A well-coordinated approach between Development Services and Building Inspection, within Public Works ultimately benefits the community by:

- **Promoting Sustainable Development:** Collaborative planning promotes sustainable practices in urban development, aligning land development and structures with the community's needs.
- **Enhancing Community Safety and Well-Being:** Projects that consider both development and infrastructure aspects lead to safer, more functional communities, improving the quality of life for residents.

The reporting of Development Services Division and Building Inspection to the Public Works Department is a strategic alignment that fosters collaboration, resource efficiency, and a focus on community development. This relationship ultimately enhances the Department's ability to manage infrastructure effectively, ensuring that development efforts meet the needs of the community and comply with all regulations and standards.

Solid Waste Division to move to Administrative Services Office:

The Solid Waste Division plays a crucial role in maintaining public health and environmental standards within the community. Reporting to the Administrative Services Office is vital for ensuring operational efficiency, regulatory compliance, and effective fiscal management. This alignment enhances the overall effectiveness of waste management services while improving service delivery to residents.

1. Centralized Management and Oversight

The Administrative Services Office provides essential support functions, including policy development. Reporting to the Administrative Services Office allows the Solid Waste Division to benefit from centralized management, which facilitates:

- **Streamlined Administrative Processes:** Centralizing functions reduces redundancies and ensures that administrative processes are uniformly applied across departments, leading to quicker and more efficient operations.
- **Consistent Policy Development:** Utilizing the Administrative Services Office's expertise in policy formulation ensures that solid waste management practices align with broader organizational goals and community standards.

2. Enhanced Financial Management

Fiscal responsibility is critical for the successful operation of the Solid Waste Division. Reporting to the Administrative Services Office ensures:

- **Efficient Budgeting and Resource Allocation:** The Administrative Services Office can provide valuable insights into budget management, enabling better allocation of resources to meet service demands and infrastructure needs.

3. Compliance and Reporting

The Solid Waste Division must adhere to various regulations and standards governing waste management. Reporting to the Administrative Services Department allows for:

- **Centralized Compliance Monitoring:** The Administrative Services Office can coordinate compliance efforts effectively across departments, ensuring that the Solid Waste Division meets all regulatory requirements consistently.
- **Efficient Reporting Procedures:** Establishing consistent reporting requirements helps maintain transparency and accountability in waste management operations, allowing for effective tracking of performance metrics.

4. Strategic Planning and Community Engagement

The Solid Waste Division must not only manage waste but also engage with the community to promote sustainable practices. Aligning with the Administrative Services Office enhances:

- **Strategic Planning Capacity:** The Administrative Services Office can assist in developing long-term strategic plans that incorporate community input, environmental considerations, and sustainability objectives.
- **Public Relations and Communication:** A coordinated approach to community engagement promotes awareness of waste management initiatives, improving public participation in recycling and waste reduction efforts.

The Solid Waste Division's reporting to the Administrative Services Office ensures a cohesive approach to management, financial oversight, human resources, compliance, and community engagement. This structure enhances operational efficiency and fosters a more responsive and effective waste management service that meets the needs of the community while promoting sustainability and public health.

Environmental Quality Division to move to Administrative Services Office along with Solid Waste Division:

Collaboration between Environmental Services and the Solid Waste Division is essential for the effective management of waste, promotion of sustainability, and protection of public health and the environment. The intersection of these two divisions provides opportunities for innovative practices, enhanced resource management, and comprehensive community outreach.

1. Shared Goals and Objectives

Both Environmental Services and the Solid Waste Division aim to improve public health and protect the environment. By collaborating, they can align their goals, such as:

- **Sustainability Initiatives:** Joint efforts to promote recycling, composting, and waste reduction programs contribute to a healthier environment and efficient waste management.
- **Environmental Compliance:** Working together ensures adherence to local, state, and federal regulations concerning waste management and environmental protection.

2. Improved Resource Management

Collaboration facilitates better resource allocation and management by:

- **Integrated Programs:** Developing joint initiatives (e.g., recycling drives, educational campaigns) allows both divisions to share resources, reducing costs and maximizing impact.
- **Data Sharing:** By sharing data on waste generation, recycling rates, and environmental impact, both divisions can make informed decisions that bolster service efficiency and effectiveness.

3. Enhanced Public Engagement and Education

Effective public outreach is vital for encouraging sustainable practices. The collaboration allows for:

- **Coordinated Community Programs:** Joint educational campaigns can inform residents about waste reduction, proper disposal methods, and the environmental impacts of waste, leading to greater community participation.
- **Feedback Mechanisms:** Collaborative outreach can incorporate feedback from the community, helping both divisions understand public concerns and preferences regarding waste management practices.

4. Crisis Management and Emergency Response

In times of environmental challenges or emergencies, collaboration becomes critical by:

- **Coordinated Response:** Jointly developing emergency response plans for waste management during disasters (e.g., hurricanes, floods) ensures a swift and effective approach to managing waste and minimizing environmental harm.
- **Shared Resources and Expertise:** Leveraging the strengths and capacities of both divisions during crises maximizes operational effectiveness and promotes community health and safety.

The collaboration between Environmental Services and the Solid Waste Division is founded on shared goals of sustainability, public health, and environmental protection. By leveraging each division's expertise, resources, and public outreach efforts, they can create innovative, efficient, and impactful waste management solutions, ultimately fostering a healthier and more sustainable community.