

City of Jacksonville Operations
Continuous Process Improvement – A Legislative Reform Proposal
“White Paper”

Purpose: to improve the effectiveness and efficiency of City of Jacksonville operations by reorganizing city departments, divisions, activities and functions into a uniform metrics-based, performance-driven municipal corporation. This legislation is proposed as a part of a comprehensive approach to:

1. improve the quality of services delivered
2. provide greater transparency
3. measure the accountability of service providers
4. fulfill City priorities using the appropriate level of resources.

Changes that do not require legislation: City entities are grouped according to similar scope—Employee Services, Citizens’ Services, and Intra-Governmental Services—to improve dashboard measurement, transparency within and without city government, and to provide a standardized individual performance measurement tool for use by all city operations.

The administration is pursuing the privatization of the Medical Examiner’s Office, the outsourcing of email (for data recovery and increased capacity on servers), and vehicle parts (to provide for a more efficient delivery of services along with reduced overhead) as a result of P3.

Proposed Legislative Changes Summary

Parks, Recreation & Preservation:

1. The Parks and Recreation Division is renamed Parks, Recreation & Preservation.
2. All divisions merge into one: JaxParks.
3. The contract compliance function for Public Service Grants (PSGs) and other grants transfer to Intra-Governmental Services, formally creating the Office of Grants and Contract Compliance.

Neighborhoods:

1. The Environmental Quality Division (EQD) and Mosquito Control Division transfer to the Public Works Department.
2. The Special Services Division is repealed in the Code.
3. Behavioral & Human Services Division and Senior Services Division officially transfer to Neighborhoods.

Planning & Development:

1. The Development Services Division and the Community Planning Division merge into a newly - created division: the Planning Services Division. The Planning Services Division contains two

offices: the Office of Community Planning (formerly a division) and the Review Office (formerly the Development Services Division).

2. The Office of Community Planning's activities include:

- a. Historic Preservation
- b. Land Use (which administers comprehensive plan updates, and land use amendments)
- c. Brownfields
- d. Transportation (which supports traffic studies, comprehensive plan circulation, fair share/mobility application calculations among other back-of-the-house mobility-related research activities)
- e. GIS

3. The Review Office's activities include:

- a. ROW Inspectors
- b. Addressing (which supports the 911 Committee, among other activities)
- c. Mobility Concurrency (which administers the mobility concurrency system and is the front office)
- d. Traffic (which reviews traffic engineering plans, driveways, parking spaces, cuts, 10-set)
- e. Site Plan Review

4. The Current Planning Division is renamed the Land Use Zoning Division.

5. The Building and Inspection Division is renamed the Building Division.

6. Building Division contains all of the Enterprise Fund activities

Public Works:

1. The Environmental and Infrastructure Divisions are established.
 - a. The Environmental Division houses the following activities: EQD, Solid Waste, and Mosquito Control.
 - b. The Infrastructure Division houses the following activities: Contract Maintenance, Streets and Drainage, Public Buildings, Traffic Engineering, and Contract Construction
2. The Right-of-Way-Grounds Maintenance Division is reduced to an activity and is renamed Streets and Drainage.
3. The Public Buildings Division is reduced to an activity.
4. The Engineering, Environmental, and Infrastructure divisions report to the Director of Operations for Public Works (a new position).
5. The Real Estate Division is formally reduced to an activity and is housed in the Office of the Director.

Intra-Governmental Services (IGS):

1. The Equal Business Opportunity/Jacksonville Small & Emerging Business Office (JSEB) is transferred back to IGS and is administered by the JSEB officer.
2. The Administrative Services Division is now repealed in the Code.
3. The Call Center (630CITY), JSEB, and Grants & Contract Compliance are all activities within the Office of the Director.

4. The proposed legislation formally establishes liaison relationship between the Duval County Department of Health, Jacksonville Children's Commission, Jacksonville Human Rights Commission, Jacksonville Public Library, and the Medical Examiner's Office with the Office of the Director of IGS.