



## Memorandum

**Memorandum No: 11-251**

**Date:** August 22, 2011

**To:** Honorable Mayor and Commissioners

**From:** Lee R. Feldman, ICMA-CM, City Manager

**Re:** Realignment of Organizational Structure

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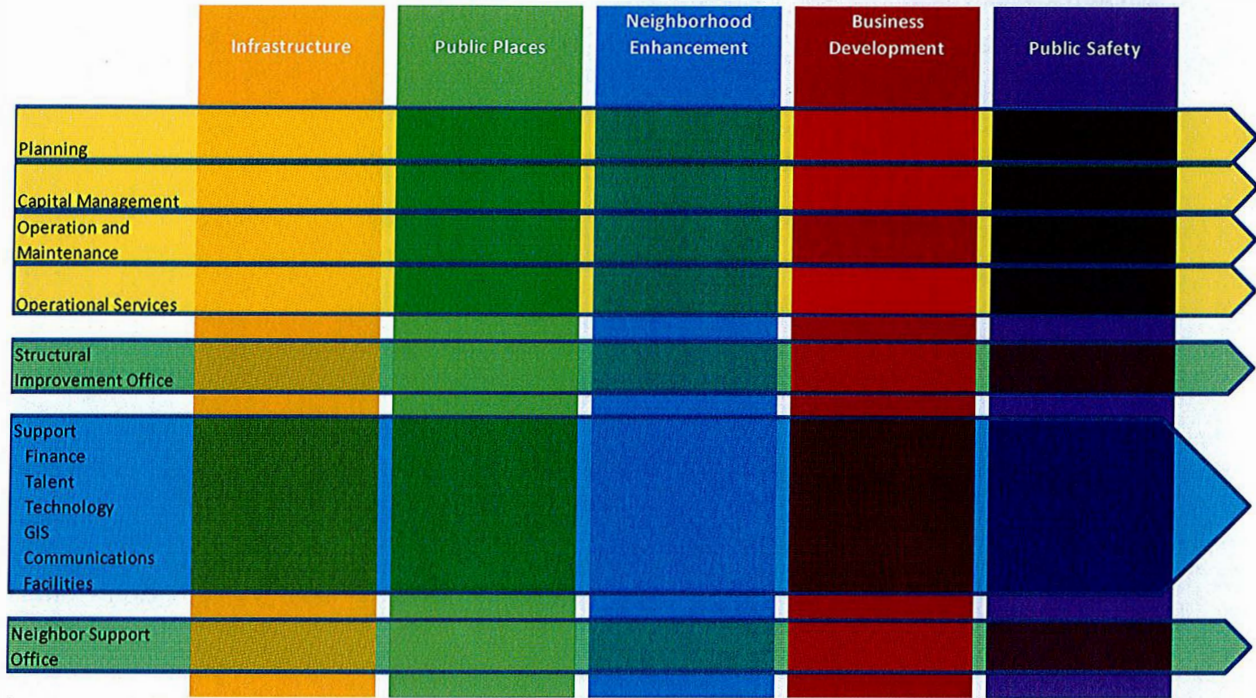
During the past two months, I have had the opportunity to review the organizational structure of the City of Fort Lauderdale and to borrow the words of Yogi Berra, "You can observe a lot by watching." What I have seen is - first, we have a lot of bright, energetic and talented individuals who work for the City of Fort Lauderdale; and, second, that these same individuals do not have the express opportunity to work together, collaborate together or innovate together under the current organizational framework. The realignment of the organizational structure of the City Administration is designed to eliminate organizational silos and to facilitate inter-departmental communication and collaboration around our core services areas.

In order to accomplish this, it is necessary to establish a common mission for all departments to focus upon. For example, the mission of the Fort Lauderdale Police Department is to "*Provide a safe and orderly environment in our city through professionalism, dedication, an active partnership with the community and concern or individual dignity.*" The mission of the Planning and Zoning Department is "*To enhance the quality of life and improve livability in Fort Lauderdale by encouraging and directing orderly growth and promoting well-designed development and redevelopment through sound planning, economic development, and community development principles.*" And other city departments have other missions, equally as well thought out and unique to their specific operations and functions. But the commonality of mission through the City's administrative organization is lacking.

The challenge, therefore, is to bring commonality and focus to what we do every day through a simple, concise and straightforward mission statement. So what do we do every day?

### We Build Community

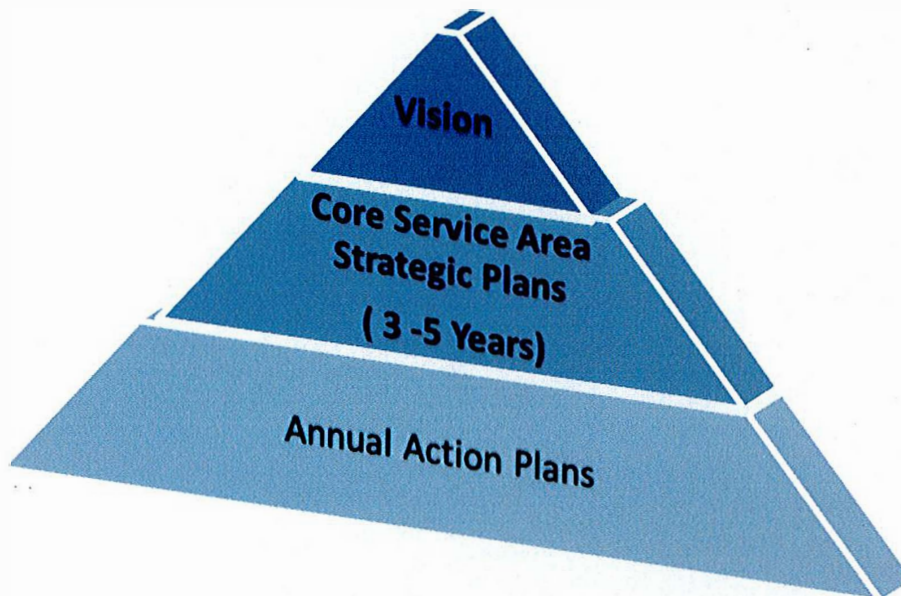
To fulfill this mission, we will be organizing the Administration around five Core Service Areas: Infrastructure, Public Places, Neighborhood Enhancement, Business Development and Public Safety. The chart below illustrates the organizational functions will be distributed across these Core Service Areas.



Each Core Service Area will be headed by a selected Department Director who will function as a Core Service Area Team Leader (“Team Leader”). The responsibility of the Team Leader will be to assemble an inter-departmental team (of at least one member of every department) whose responsibility will be to meet, at least monthly, to develop a Strategic Plan for the Core Service Area that is consistent with the Vision Statement of the City<sup>1</sup>. The Strategic Plan will identify specific goals and objectives related to the Core Service Area. Additionally, the Strategic Plan will define the stated goals in the context of the meaning for our neighbors. Each Strategic Plan will have a three to five year planning horizon and will be presented to the Commission for formal adoption.

Teams will also be responsible for developing (and monitoring) a coordinated Annual Action Plan, in line with the annual budget, which will be designed to implement the corresponding Strategic Plan. The Annual Action Plan will present specific programs, with measurable benchmarks, which will become the foundation for budgetary and policy considerations. Like the Strategic Plan, the Annual Action Plan, will be presented to the Commission for adoption.

<sup>1</sup> Work will commence on the Core Service Area Strategic Plans in advance of the City’s Vision statement being completed and adopted by the Commission. To the extent, that a Strategic Plan may be inconsistent with the future adopted City Vision statement, the Strategic Plan will be amended as necessary.



To support and steer these teams, the City Manager's Office will provide specific functional coordination through the Assistant City Managers and two divisional offices (Structural Innovation and Neighbor Support) each led by an Assistant to the City Manager.

Specifically, Assistant City Manager Torriente will be responsible for coordinating the Planning, Capital Management, Operation & Maintenance and Operating Services across the five Core Service Areas. Assistant City Manager Hawthorne will be responsible for coordinating Finance, Talent, Technology, GIS, Communications and Facilities across the Core Service Areas.

The Neighbor Support Office, in addition to coordinating the responses to service delivery issues, will take on the role (formerly in Public Works) to administer the Neighborhood CIP programs.

Additionally, the new Structural Innovation Office (SIO) will be responsible for performance measurement, benchmarking and process improvement. A specific function of the SIO will be to develop the performance measures which will be utilized to monitor the progress of the Annual Action Plan. Key to this activity will be the development of "Performance Deficits" which will be addressed by the City's Administrative Leadership Team<sup>2</sup> through a process known as PerformanceStat<sup>3</sup>. In Fort Lauderdale, we will refer to this process as FL<sup>2</sup>STAT and I anticipate that

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<sup>2</sup> The City Manager, Assistant City Managers, Assistants to the City Manager, Department Directors and specified Division Directors in collaboration with the City Attorney, City Auditor and City Clerk.

<sup>3</sup> A jurisdiction or agency is employing a PerformanceStat leadership strategy if, in an effort to achieve specific public purposes, its leadership team persists in holding an ongoing series of regular, frequent, integrated meetings during which the chief executive and/or the principal members of the chief executive's leadership team plus the director (and the top managers) of different subunits use current data to analyze specific, previously defined aspects of each unit's past performance; to provide feedback on recent progress compared with targets; to follow-up on previous decisions and commitments to produce results; to examine and learn from each unit's efforts to improve performance; to identify and solve performance-deficit problems; and to set and achieve the next performance targets. (Robert D. Behn, "Bob

this process will commence during the spring of 2012. Through the implementation of this process we will identify the organizational barriers which prevent the achievement of Commission-adopted programs and plans.

Key to operating effectively in this new environment of enhanced collaboration is the ultimate consolidation of departments into a tighter configuration (span of control). In order to accomplish this, the existing fifteen (15) departments (excluding the City Manager's Office) will be consolidated into nine (9) departments [see the chart below].

<b>Existing Departments</b>	<b>Reorganized Departments</b>
City Manager	City Manager
Building Services	Finance
Business Enterprises	Fire Rescue
Economic Development	Human Resources
Finance	Information Services
Fire Rescue	Parks & Recreation
Human Resources	Police
Information Services	Public Works
Office of Professional Standards	Sustainable Development
Parking and Fleet Services	Transportation & Mobility
Parks & Recreation	
Planning & Zoning	
Police	
Procurement	
Public Information	
Public Works	

Major departmental, divisional and functional changes are as follows:

- Budget Function from Finance to City Manager's Office
- CIP Function from Public Works to City Manager's Office
- Establishment of Office of Structural Innovation (Performance Measurement and Process Improvement function) in City Manager's Office
- Establishment of Neighbor Support Office in City Manager's Office and Neighborhood Services from Public Works to Neighbor Support Office in City Manager's Office
- Public Information Office to City Manager's Office
- Film Permitting function from Economic Development to Public Information Office in City Manager's Office
- Central Services Division from Business Enterprises to Information Services
- Payroll/Timekeeper function from Human Resources to Finance
- Procurement Department to Finance

- Business Tax Receipts (f/k/a Occupational Licenses) from Building Services to Finance
- Office of Professional Standards to Human Resources
- Risk Management from Finance to Human Resources
- Employee Benefits from Finance to Human Resources
- Fleet from Parking and Fleet Services to Public Works
- Community Rating System program from Public Information Office to Public Works
- Permitting and Inspections from Building Services to Sustainable Development
- Code Enforcement from Building Services to Sustainable Development
- All Planning & Zoning functions (except Transportation Planning) to Sustainable Development
- Homeless Task Force from Business Enterprises to Housing and Community Development in Sustainable Development
- All Economic Development (including Beach CRA and NWFHP CRA; excluding Film Permitting and Real Estate) to Sustainable Development
- Facilities from Public Works to Parks & Recreation
- Real Estate from Economic Development to Parks & Recreation
- Cemeteries, War Memorial Auditorium, Aquatic Center, Marinas and Beach Concessions from Business Enterprises to Parks & Recreation
- Airport from Business Enterprises to Transportation & Mobility
- Parking from Parking and Fleet Services to Transportation & Mobility
- Transportation Planning from Planning and Zoning to Transportation & Mobility
- Transportation Engineering from Public Works to Transportation & Mobility
- Lockhart and Fort Lauderdale Stadiums will remain Airport (Transportation & Mobility) assets, but will be maintained and programmed by Parks & Recreation.
- School Crossing Guards from Business Enterprises to Police
- Emergency Management function from City Manager's Office to Fire Department

In the coming weeks, we will start to identify the required actions necessary to implement the functional moves listed above. I anticipate that we will need a consolidated budget amendment shortly after the beginning of the fiscal year which will move the necessary funds and personnel between departments.

Until the consolidation is complete, I will only be processing critical positions for hiring in the City. As you are aware, we are also examining the merits and costs of an early retirement program. I anticipate that such a program, if implemented, will provide sufficient attrition opportunities as to eliminate any surplus capacity that is initially created by this consolidation and provide significant cost savings.

I am confident that implementation of the above organizational framework and reorganization of departments will facilitate collaboration and innovation as well as serve to disassemble the

organizational silos that have been created. This is a work in progress. Through implementation I expect further efficiencies to be identified and realized.

It is my intention to discuss this framework under the City Manager's report at the Conference Meeting. Please let me know if you have any questions, comments or concerns regarding this matter.

cc: Stanley D. Hawthorne, Assistant City Manager  
Susanne M. Torriente, Assistant City Manager  
Harry A. Stewart, City Attorney  
Jonda K. Joseph, City Clerk  
John C. Herbst, City Auditor  
Valerie Bohlander, Building Services Director  
Cate McCaffrey, Business Enterprises Director  
Stephen Scott, Economic Development Director  
Douglas Wood, Finance Director  
Jeff Justinak, Fire Chief  
Averill Dorsett, Human Resources Director  
Tim Edkin, Information Technology Services Director  
Lillian Rosa, Office of Professional Standards Acting Director  
Diana Alarcon, Parking and Fleet Services Director  
Phil Thornburg, Parks and Recreation Director  
Greg Brewton, Planning and Zoning Director  
Frank Adderley, Police Chief  
Chaz Adams, Acting Public Information Director  
Kirk Buffington, Procurement Director  
Albert Carbon, Public Works Director