

Alachua County, FL Court Services Department

Reorganization Report and Recommendations

September 23, 2025

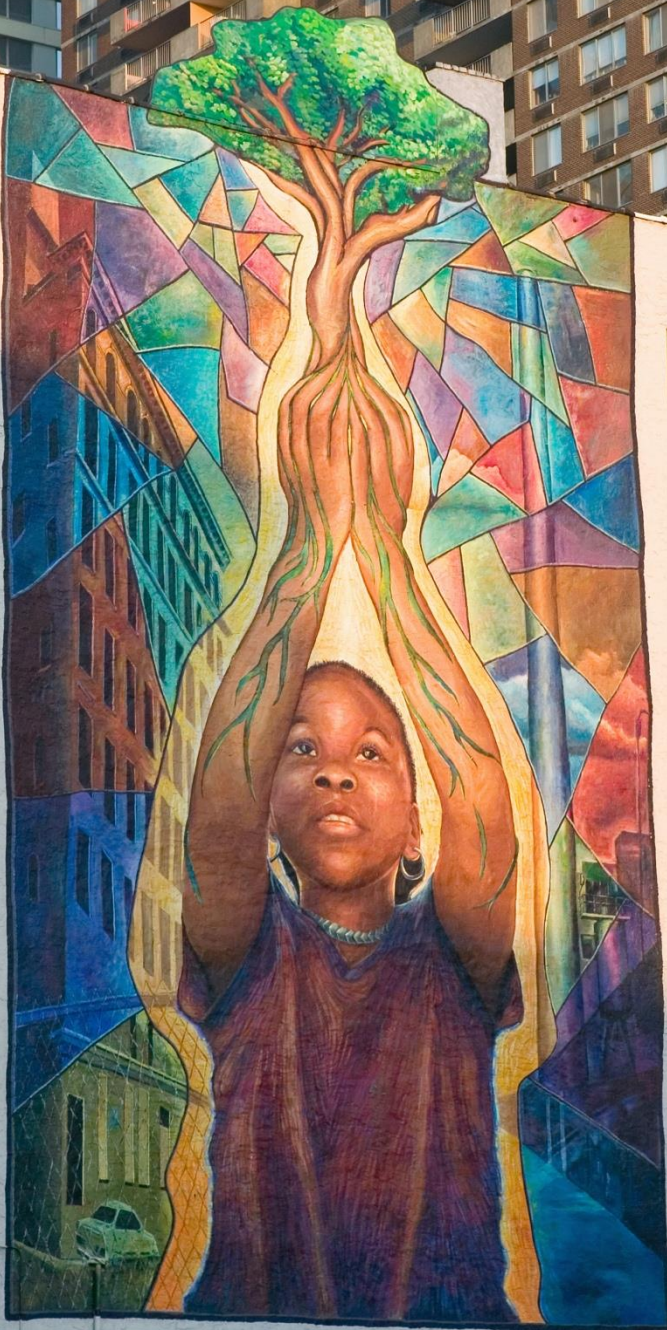
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Center for
Effective
Public Policy

Dr. Kelvin L Banks, Associate Director, Center for Effective Public Policy
Tara Boh Blair, Senior Manager, Center for Effective Public Policy

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Our Team

Our team members have decades of experience working at all levels of the criminal legal system, a deep understanding of how to bring about lasting change, and subject area expertise to help agencies and organizations move their important work forward.



Our Areas of Expertise



Our Approach



**Research-
Informed**



Collaborative



**Focused on
Human Dignity**



**Equity-
Centered**

Our Impact



Partnered with stakeholders
in all 50 states

1,000+

Counties received training
or assistance



Trained thousands of judges,
lawyers, community members,
corrections staff, and other
professionals

83,500+

Practitioners trained



Developed a library of hundreds
of tools, reports, and guides that
span many topics

Agenda

1. Introduction and Opening Remarks
2. Phased Approach
 1. Assessing (March to June 2025)
 2. **Designing (July to August 2025)**
 3. Implementation (September 2025 and Beyond)
3. Six Keys to Successful Organizational Restructuring
4. Report and Recommendation
5. Discussion, Next Steps, and Closing Remarks

*“It is not the strongest of the species that survives,
nor the most intelligent,
but the most responsive to change.”*

- Charles Darwin

Alachua County, FL Court Services Department

Phased Approach

Tara Boh Blair, Senior Manager, Center for Effective Public Policy

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Phased Approach: Assessing (March to June 2025)

- ✓ Site Visit #1: March 3-7, 2025
 - ✓ Met with Multidisciplinary Stakeholders, including County Commissioners, County Manager, Jail Director, Judiciary, Public Defender, State Attorney, and Court Services Staff
 - ✓ Visited the Jail & First Appearance
 - ✓ Knowledge Building Training
- ✓ Weekly and Biweekly Meetings with Court Services Internal Workgroup
 - ✓ Knowledge Building Training
 - ✓ Building Strong Teams
 - ✓ Change Management

Phased Approach: Designing (July to August 2025)

- ✓ Site Visit #2: June 17-19, 2025
 - ✓ Met with Court Services Staff & Visited First Appearance
- ✓ Biweekly and Monthly Meetings with Court Services Internal Workgroup
- ✓ Synthesized Gathered Information
- ✓ Reviewed Best Practices
- ✓ Reviewed Data
- ✓ Reviewed State Laws, Statutes, and Local Court Rules
- ✓ Draft Report including Recommendations in August 2025

Phased Approach: Implementation (September 2025)

- Support Alachua County to Implement Recommendations
- Develop An Implementation Plan
- Collaborate with Local Stakeholders
- Review and Adjust as Needed

Alachua County, FL Court Services Department

Six Keys to Successful Organizational Restructuring

Dr. Kelvin L Banks, Associate Director, Center for Effective Public Policy

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Successful Organizational Restructuring

- ❖ The key to successful organizational restructuring lies in a multifaceted approach that encompasses clear communication, employee engagement, strong leadership, and a well-defined business case with a positive return on investment (ROI).
- ❖ It's not just about reorganizing the structure, but also about managing the human side of change and ensuring the restructuring aligns with the company's strategic goals.

1) Clear Vision and Business Case

- ❖ **Strategic Alignment:** The restructuring must be rooted in a clear strategic vision and business case that outlines the reasons for the change and its expected benefits.
- ❖ **Positive ROI:** Demonstrate a clear return on investment, considering the costs of transition and the potential gains.
- ❖ **Communicating the "Why":** Leaders must communicate the purpose of the restructuring and how it benefits employees, customers, and the overall business. .

2) Effective Communication

- ❖ **Transparency:** Keep all stakeholders informed about the restructuring plans, timelines, and potential impact.
- ❖ **Regular Updates:** Provide regular updates on progress and address concerns.
- ❖ **Clear and Consistent Messaging:** Use consistent messaging to manage uncertainty and anxiety.
- ❖ **Stakeholder Management:** Engage with key stakeholders to understand their concerns and build buy-in.

3) Employee Engagement and Support

- ❖ **Involve Employees:** Whenever possible, involve employees in the decision-making process.
- ❖ **Provide Support:** Offer support and resources to help employees adjust to the new structure, including training and career development opportunities.
- ❖ **Address Concerns:** Create a safe and supportive environment where employees feel comfortable expressing their concerns.
- ❖ **Change Management:** Implement a comprehensive change management plan that addresses the human side of change and helps employees effectively adopt the new structure.

4) Strong Leadership

- ❖ **Setting Expectations:** Leaders must clearly define expectations and communicate them effectively.
- ❖ **Leading by Example:** Leaders must demonstrate their commitment to the change and inspire employees to embrace it.
- ❖ **Visible and Accessible:** Leaders should be visible and accessible to employees, addressing their questions and concerns.

5) Phased Implementation:

- ❖ **Start Small:** Implement changes in phases to avoid overwhelming the organization.
- ❖ **Prioritize:** Identify areas that will benefit most from immediate change and implement those first.
- ❖ **Adapt as Needed:** Be prepared to adjust the plan as needed based on feedback and emerging challenges.

6) Adapting to the New Structure

- ❖ **Restructuring Departments and Teams:** Reorganize roles, responsibilities, and workflows to align with the new structure.
- ❖ **Redeployment and Retraining:** Redeploy employees to different roles and provide necessary training to equip them for success.
- ❖ **Focus on Outcomes:** Ensure that changes are aligned with the desired outcomes and that the new structure is efficient and effective.
- ❖ By focusing on these key elements, organizations can increase their chances of successfully navigating organizational restructuring and achieving their desired outcomes.

Alachua County, FL Court Services Department

Report and Recommendations

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Report

Background
(page 3)

Statutory and Accreditation
Requirements
(pages 3-5)

Stakeholder Meetings:
Information Gathering and
Common Themes
(pages 5-6)

Best Practices Compared to
Current Practices:
Community Services,
Pretrial, Probation, &
Treatment Courts
(pages 7-13)

Workload Analysis
(pages 14-18)

Reorganization
Recommendations
(pages 18-27)

Conclusion
(page 27)

Appendices
(pages 28-36)

Recommendations

- **Restructuring the Department and Programs:** Reorganizing roles, responsibilities, and workflows to align with the new structure.
- **Redeployment and Retraining:** Redeploying employees to different roles and providing necessary training to equip them for success.
- **Focusing on Outcomes:** Ensuring that changes are aligned with the desired outcomes and that the new structure is efficient and effective.

Recommendations

- **Starting Small:** Implementing changes in phases to avoid overwhelming the organization.
- **Prioritizing:** Identifying areas that will benefit most from immediate change and implementing those first.
- **Adapting as Needed:** Being prepared to adjust the plan as needed based on feedback and emerging challenges.

Recommended Reorganized Department Name

Justice Support Services Department

Implementation Phased Approach



Implementation Phase 1
(6 to 9 months) (Appendix E)



Implementation Phase 2
(12 to 18 months) (Appendix F)



Implementation Phase 3
(18 to 24 months) (Appendix G)

Implementation Phase 1 (6 to 9 months) (Appendix E)

Total Positions Available	63 (includes nine vacant positions)
Positions suggested for reclassifying, transferring, or eliminating.	<ol style="list-style-type: none">1. Assistant Director (1) to be reclassified as Community Service Division Manager.2. Criminal Justice System Security Manager (1) to be reclassified as Probation Officer Lead.3. Criminal Justice System Specialist (1) to be reclassified as Probation Officer.4. Senior Programmer/Analyst (1) to be transferred to County IT.5. The Drug Test Technician (1) to be eliminated, with the role transferred to an external drug testing vendor.6. The vacant Court Officer position (1) in Pretrial Services to be reclassified as the Pretrial Services Division Manager.7. The vacant Court Officer position in Probation to be reclassified as Probation Division Manager (1).

Implementation Phase 1 (6 to 9 months) (Appendix E)

Reorganized Executive Leadership

1. Director (1)
2. Deputy (Assistant) Director (1)
3. Jail Population Manager (1)
4. Community Service Division Manager (1)
5. Pretrial Services Division Manager (1)
6. Probation Division Manager (Transfer to Court Administration in Implementation Phase 2) (1)
7. Administrative Support Division Manager (1)*
8. Fiscal Assistant (2)*
9. Administrative Assistant (1)
10. Criminal Justice Liaison (1) (Transfer to Court Administration in Implementation Phase 2) (1)
11. Court Services Assistant (Terminal Agency Coordinator) (1)

*Non-departmental position

Implementation Phase 1 (6 to 9 months) (Appendix E)

Reorganized Community Service Division*

*The proposed reorganization for this division is premised on transferring all level one probation cases to the Probation Division and all court attendance requirements to the Executive Leadership Division.

1. Community Service Division Manager (1)
2. Community Service Supervisor (1)
3. Court Compliance Officer (3)
4. Field Compliance Specialist (3)

Implementation Phase 1 (6 to 9 months) (Appendix E)

Reorganized Pretrial Services Division *

*The proposed reorganization for this division is premised on transferring all GPS/EM/TAD probation cases to the Probation Division; and on having all Pretrial Services Division staff supervise pretrial cases with GPS/EM/TAD.

1. Pretrial Services Division Manager (1)
2. Pretrial Screening Supervisor (1):
 - a. Pretrial Release Assessment Specialist (3)
 - b. Court Officer (3)
 - c. Pretrial Officer (3)
 - d. Record Technician (2)
3. Pretrial Supervision Supervisor (1)
 - a. Electronic Monitoring Officer (5)
 - b. Court Officer (2)
 - c. Pretrial Officer (3)
 - d. Record Technician (2)

Implementation Phase 1 (6 to 9 months) (Appendix E)

Reorganized Probation Division* (Transfer to Court Administration in Phase 2)

*The proposed reorganization for this division is premised on transferring all probation supervision to this division, including level one, day reporting, and GPS/TAD/EM monitoring.

1. Probation Division Manager (1)
2. Probation Supervisor (1)
3. Court Officer (3)
4. Probation Officer (5)

Implementation Phase 1 (6 to 9 months) (Appendix E)

**Reorganized Treatment Courts
Division (Transfer to Court
Administration in Phase 2)**

- 1. Specialty Court Manager (1)***
- 2. Treatment Court Supervisor (1)**
- 3. Court Officer (3)**

*** Non-departmental position based on Florida Statute 397.334(6).**

Implementation Phase 1 (6 to 9 months) (Appendix E)

Additional Recommendations for Phase 1:

1. To support the reorganizational efforts, the Director, Deputy Director, and Division Managers should participate in ongoing professional development focused on the twelve qualities of effective leadership as identified by the Center for Creative Leadership. These include 1) self-awareness, 2) respect, 3) compassion, 4) vision, 5) communication, 6) learning agility, 7) collaboration, 8) influence, 9) integrity, 10) courage, 11) gratitude, and 12) resilience.
2. All ongoing positions should be reviewed to ensure correct classification, job titles, and pay. For example, all frontline roles such as Pretrial Release Assessment Specialist, Court Officer, Pretrial Officer, and Electronic Monitoring Officer in the Pretrial Services Division should be evaluated and possibly renamed as a new, cross-trained role like “Pretrial Services Officer” or “Pretrial Services Specialist.”
3. Candidates for all Division Manager positions should possess adequate knowledge of the division to which they are assigned.
 1. Newly created Division Manager positions will be responsible to developing policies, procedures and processes, in addition to onboarding and training for all staff in their respective Divisions.

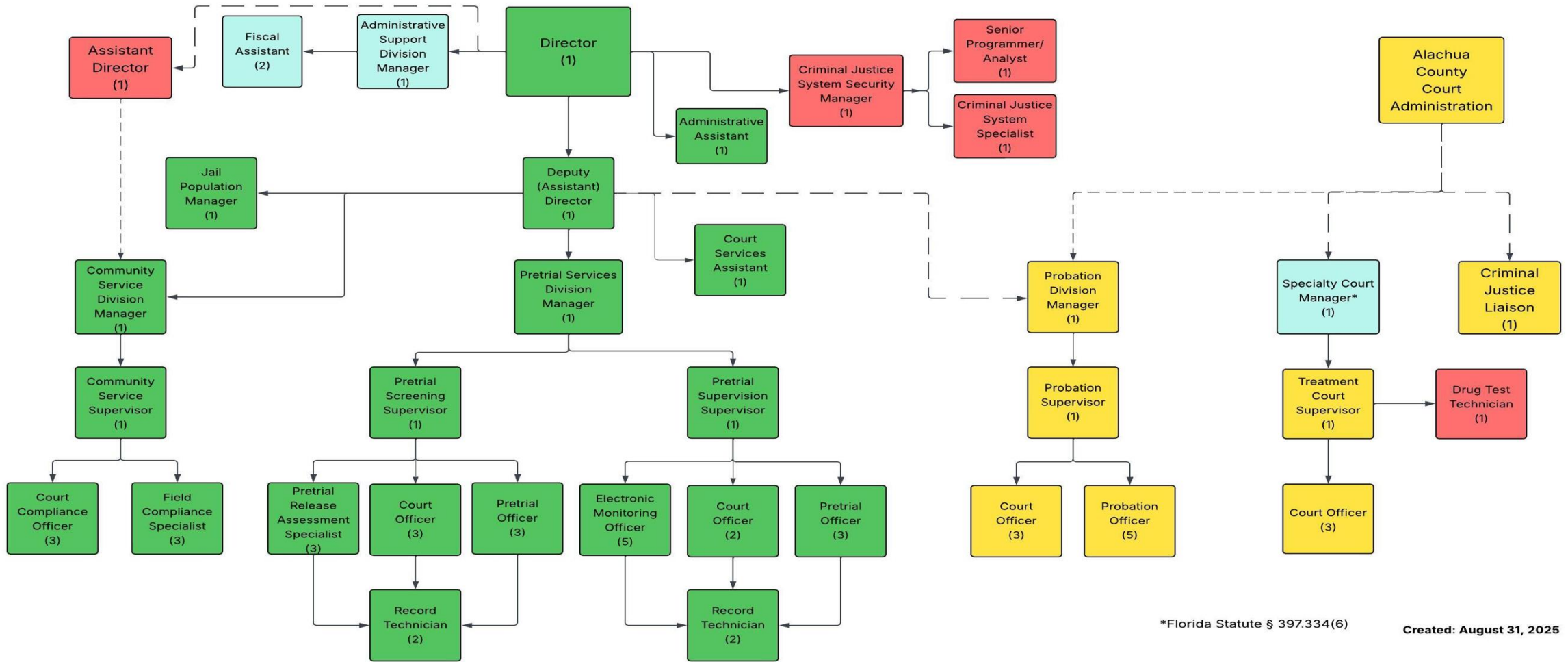
Implementation Phase 1 (6 to 9 months) (Appendix E)

Additional Recommendations for Phase 1 (continued):

4. Producing and disseminating criminal history records should be restricted solely to the Courts and Judicial Officers.
5. All staff within each division should undergo cross-training to improve efficiency, effectiveness, and sustainability.
6. The drug testing laboratory's functions and operations should be transferred to a third-party vendor according to the county's procurement guidelines.
7. It is best to explore whether the county has the statutory authority to supervise felony level cases, which appear to be the cases in the treatment courts.
8. Performance, process, and outcome measures should be created for all divisions, and regular reporting, such as monthly or quarterly reports, should be shared with the Board of Commissioners.
9. All divisions should review best practices and national standards for their respective focus areas, including applying the four features of procedural justice: 1) whether people are treated with dignity and respect; 2) whether people are given a voice; 3) whether the decision-makers are neutral and transparent; and 4) whether the decision-maker conveyed trustworthy motives.

APPENDIX E

Alachua County Justice Support Services Department Organizational Chart



*Florida Statute § 397.334(6)

Created: August 31, 2025

Key Codes

Key for Color Codes

Total Positions: 63

Position(s) Recommended for Continuance (40)	Non-Department Position(s) (4)	Position(s) Recommended for Transfer to Court Administration (14)	Position(s) Recommended for Repurposing, transfer or elimination (5)
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Implementation Phase 2 (12 to 18 months) (Appendix F)

Total Positions Available	60 (includes five vacant positions)
Positions suggested for transferring	<ol style="list-style-type: none">1. Probation Division Manager (1), Probation Supervisor (1), Probation Officer Lead (1), and Probation Officer (9) to be transferred to Court Administration, necessitating ongoing funding.2. Treatment Court Supervisor (1) and Treatment Court Officer/Specialist (3) to be transferred to Court Administration, necessitating ongoing funding.3. The Criminal Justice Liaison (1) to be transferred to Court Administration, necessitating ongoing funding.4. Court Compliance Officer (2) to be transferred to Executive Leadership

Implementation Phase 2 (12 to 18 months) (Appendix F)

Reorganized Executive Leadership

1. Director (1)
2. Deputy (Assistant) Director (1)
3. Jail Population Manager (1)
4. Community Service Division Manager (1)
5. Pretrial Services Division Manager (1)
6. Administrative Support Division Manager (1)*
7. Fiscal Assistant (2)*
8. Administrative Assistant (1)
9. Court Compliance Officer (3)
10. Court Services Assistant (Terminal Agency Coordinator) (1)

* Non-Departmental Position

Implementation Phase 2 (12 to 18 months) (Appendix F)

Reorganized Community Service Division	<ol style="list-style-type: none">1. Community Service Division Manager (1)2. Community Service Supervisor (1)3. Court Compliance Officer (1)4. Field Compliance Specialist (3)
Reorganized Pretrial Services Division	<ol style="list-style-type: none">1. Pretrial Services Division Manager (1)2. Pretrial Screening Supervisor (1)<ol style="list-style-type: none">a. Pretrial Services Officer/Specialist (9)b. Record Technician (2)3. Pretrial Supervision Supervisor (1)<ol style="list-style-type: none">a. Pretrial Services Officer/Specialist (10)b. Record Technician (2)

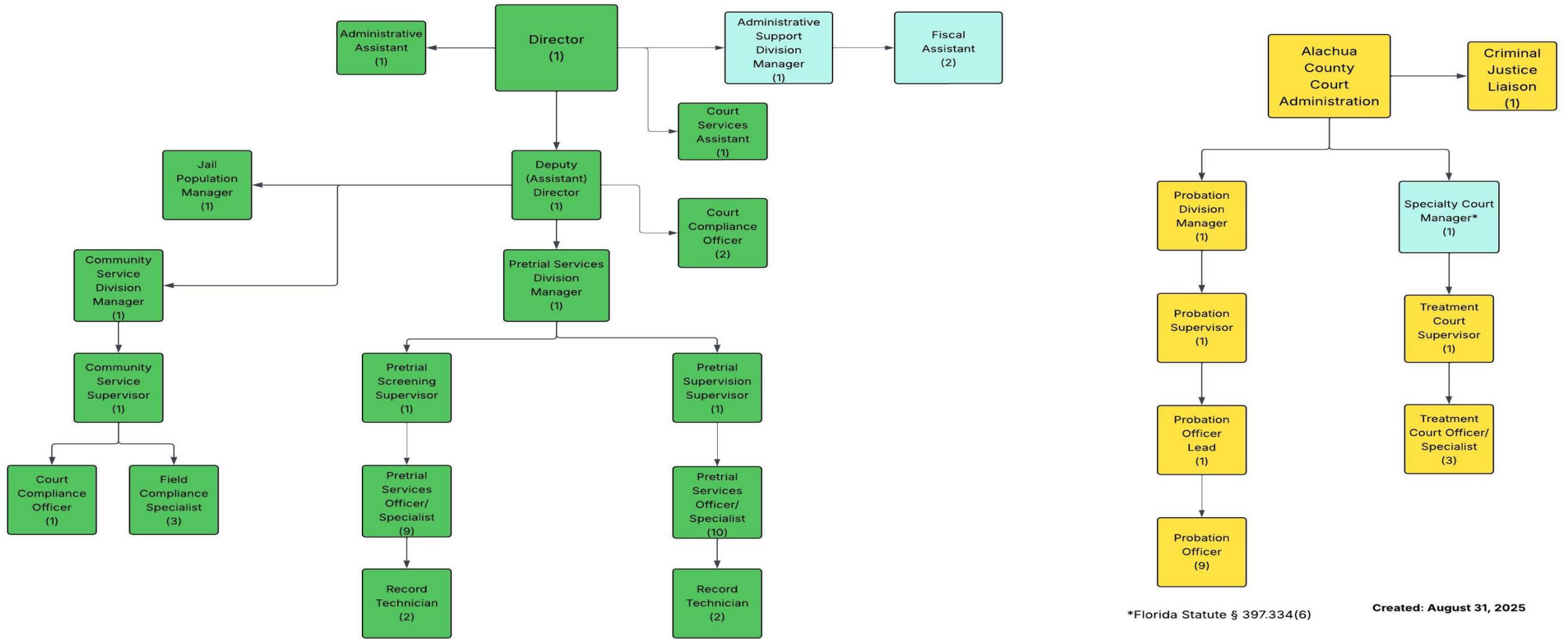
Implementation Phase 2 (12 to 18 months) (Appendix F)

Additional Recommendations for Phase 2:

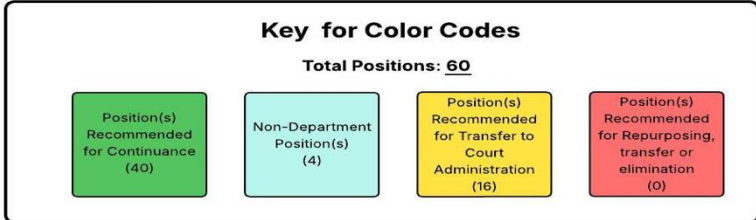
1. All positions transferred to Court Administration must receive ongoing funding.
2. An annual workload analysis should be completed to inform the need for filling vacancies, transferring, repurposing, or eliminating positions.

APPENDIX F

Alachua County Justice Support Services Department Organizational Chart



Key Codes



Implementation Phase 3 (18 to 24 months) (Appendix G)

Total Positions Available	41 (includes three vacant positions)
Positions suggested transferring	<ol style="list-style-type: none">1. Record Technician (4) to be transferred to Executive Leadership.<ol style="list-style-type: none">a. Record Technician positions to be evaluated to determine if there is a need to fill the two (2) vacancies, or to transfer, reassign to Administrative Support, or eliminate the positions.2. Pretrial Services Officer/Specialist (1) to be evaluated to determine if there is a need to fill the vacancy, or to transfer, reassign, or eliminate the position.

Implementation Phase 3 (18 to 24 months) (Appendix G)

Reorganized Executive Leadership

1. Director (1)
2. Deputy (Assistant) Director (1)
3. Jail Population Manager (1)
4. Community Service Division Manager (1)
5. Pretrial Services Division Manager (1)
6. Administrative Support Division Manager (1)*
7. Fiscal Assistant (2)*
8. Administrative Assistant (1)
9. Court Compliance Officer (3)
10. Court Services Assistant (Terminal Agency Coordinator) (1)
11. Record Technician (4)

* Non-Departmental Position

Implementation Phase 3 (18 to 24 months) (Appendix G)

Reorganized Community Service Division	<ol style="list-style-type: none">1. Community Service Division Manager (1)2. Community Service Supervisor (1)3. Court Compliance Officer (1)4. Field Compliance Specialist (3)
Reorganized Pretrial Services Division	<ol style="list-style-type: none">1. Pretrial Services Division Manager (1)2. Pretrial Screening Supervisor (1)<ol style="list-style-type: none">a. Pretrial Services Officer/Specialist (9)3. Pretrial Supervision Supervisor (1)<ol style="list-style-type: none">a. Pretrial Services Officer/Specialist (10)

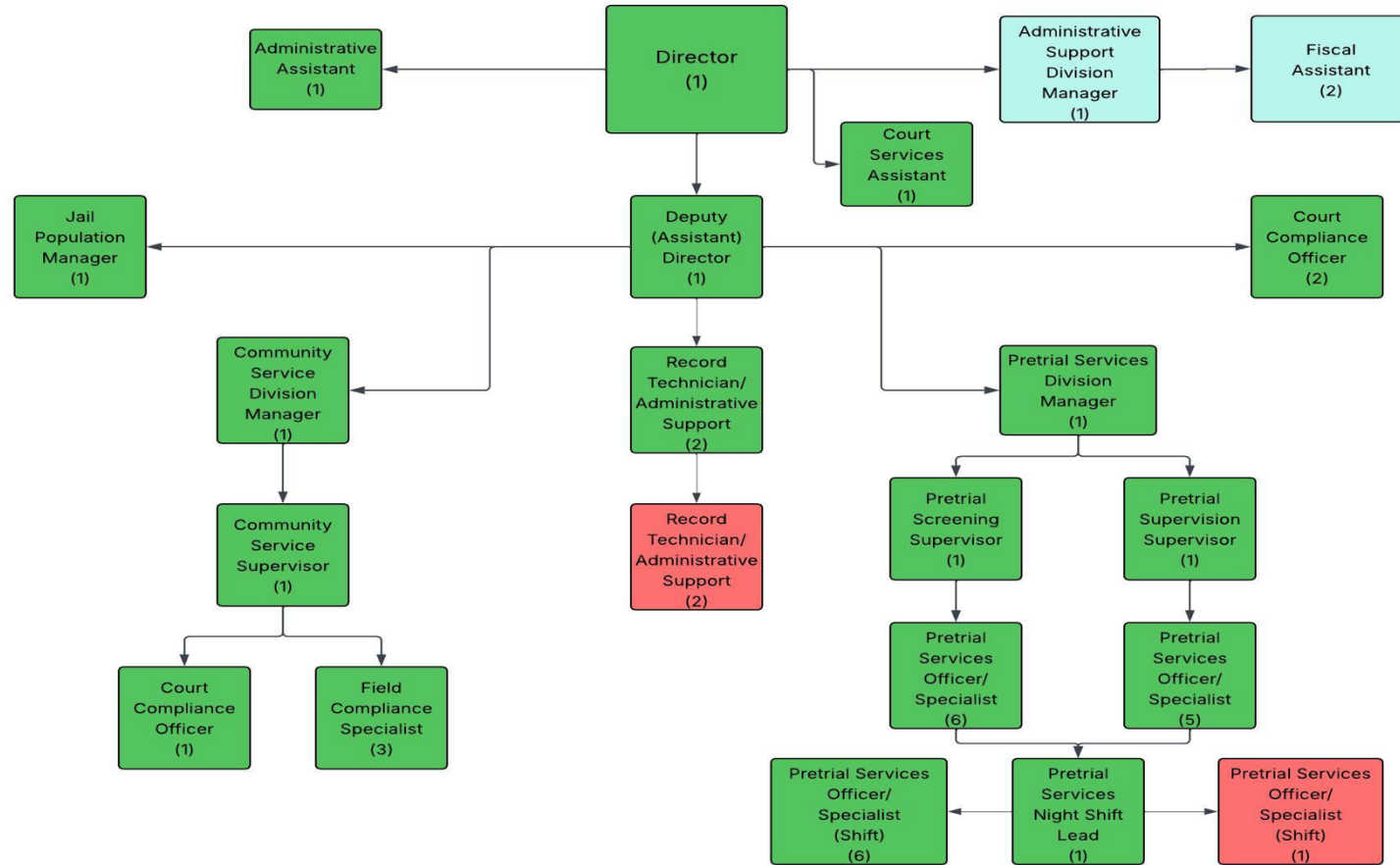
Implementation Phase 3 (18 to 24 months) (Appendix G)

Additional Recommendations for Phase 3:

1. All positions transferred to Court Administration must receive ongoing funding.
2. An annual workload analysis should be completed to inform the need for filling vacancies, transferring, repurposing, or eliminating positions.

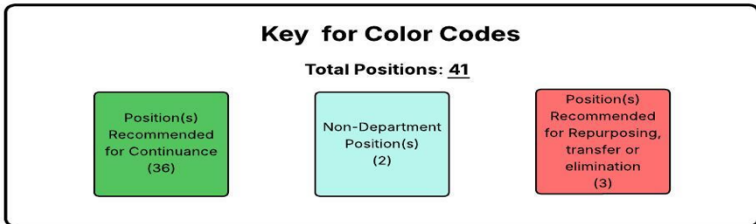
APPENDIX G

Alachua County Justice Support Services Department Organizational Chart



Created: August 31, 2025

Key Codes



Alachua County, FL Court Services Department

Discussion, Next Steps & Closing Remarks

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Discussion & Next Steps

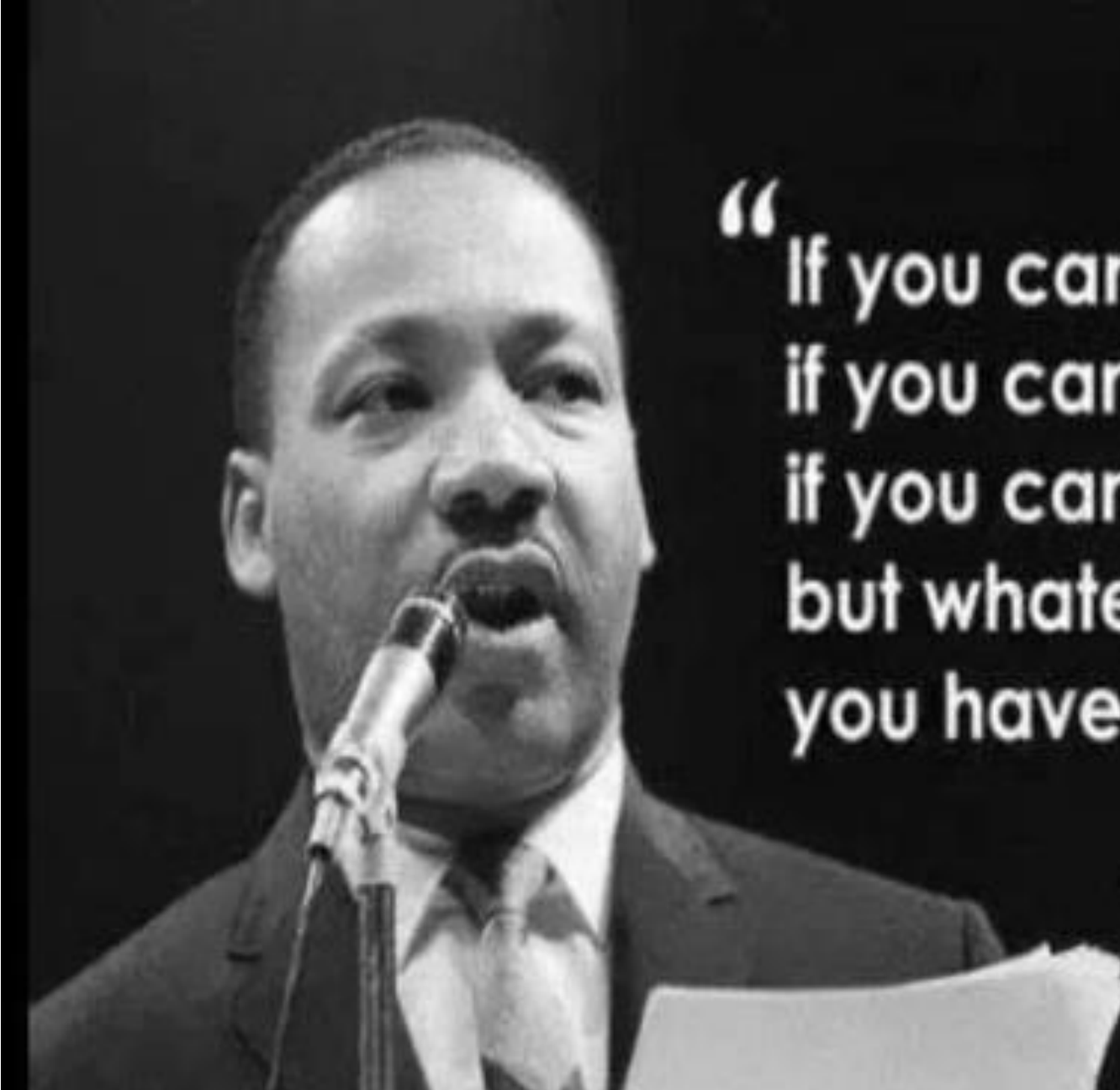
Any Questions or Clarifications
Needed?



Defer to Board of
Commissioners for
Discussion and Decision

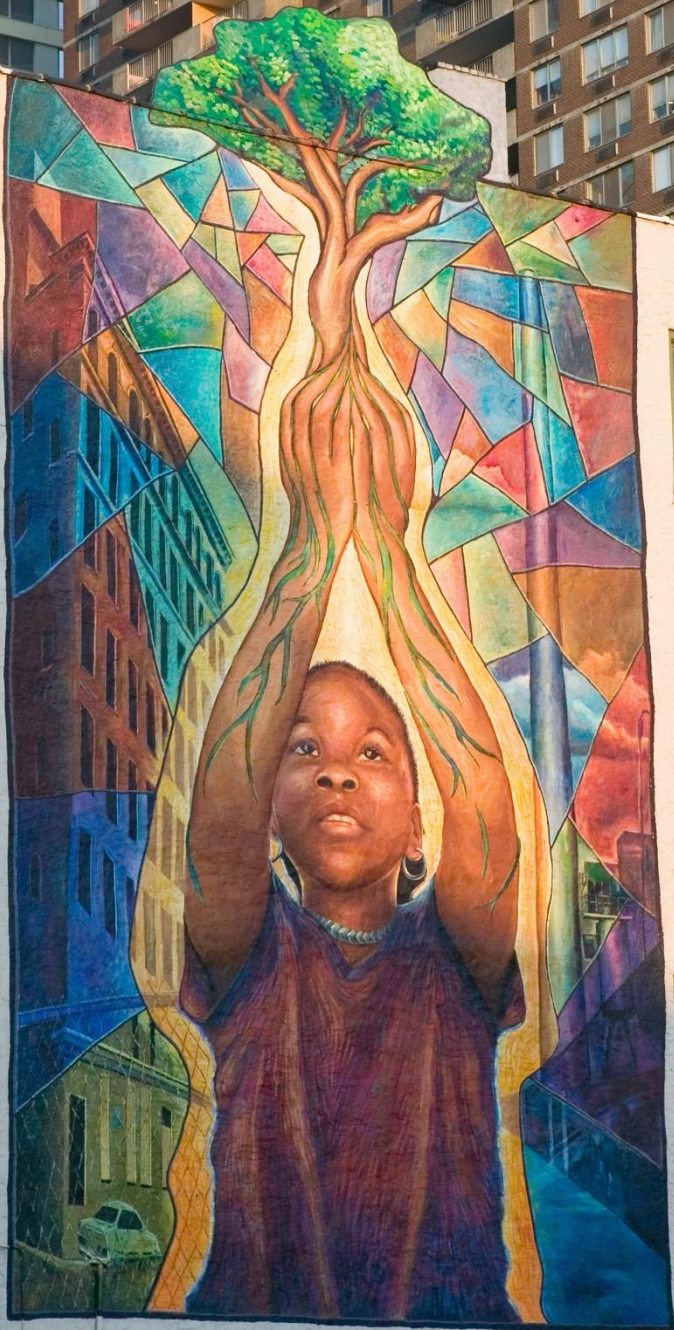
Closing Remarks: Implementation Phase

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- Support Alachua County to Implement Recommendations
 - Develop An Implementation Plan
 - Collaborate with Local Stakeholders
 - Review and Adjust as Needed



“If you can't fly, then run,
if you can't run, then walk,
if you can't walk, then crawl,
but whatever you do,
you have to keep *moving forward*.

— *Martin Luther King Jr.*



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