



Levy County Board of County Commissioners

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To: Levy County Board of County Commissioners
From: Mary-Ellen L. Harper, County Manager
Date: February 4, 2025
Subject: Proposed Organizational Structure

A strong organizational structure is characterized by clear roles and responsibilities, effective communication channels, a manageable span of control and a defined hierarchy. The current organizational structure within the Board of County Commissioners (BoCC) has 19 Directors reporting directly to the County Manager and lacks a chain of command to be followed during the absence of the County Manager.

The following proposed organizational structure offers:

1. **Enhanced Accountability:** The County Manager's Span of Control is reduced from 19 Department Directors to 12 Division Directors. Each Division Director has a span of control of four or fewer Departments, thus allowing for increased supervision.
2. **Improved Efficiency:** Departments are grouped into Divisions to facilitate improved communication and increased efficiency due to inter-departmental collaboration.
3. **Clear Chain of Command:** This plan will identify a second and third person in charge in the absence of the County Manger.
4. **Updated Structure to Meet Current Needs:** The proposed new structure creates a Fleet Division with a more forward-facing county-wide role in acquiring, managing, and repairing all county vehicles.
5. **Cost Effective:** The current budget includes an appropriation of \$74,000 for a Public Information Officer (PIO). As the position is vacant, this funding can be reallocated to fund the proposed pay scale for the new organizational structure.



Commissioners

Charlie Kennedy, District 1

Rock Meeks, District 2

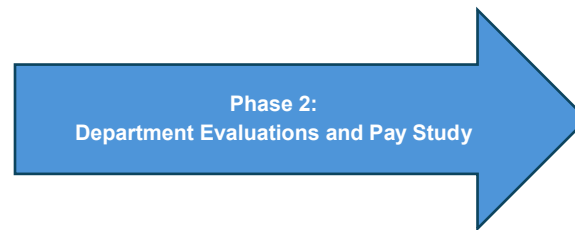
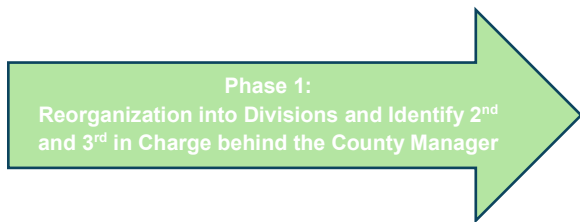
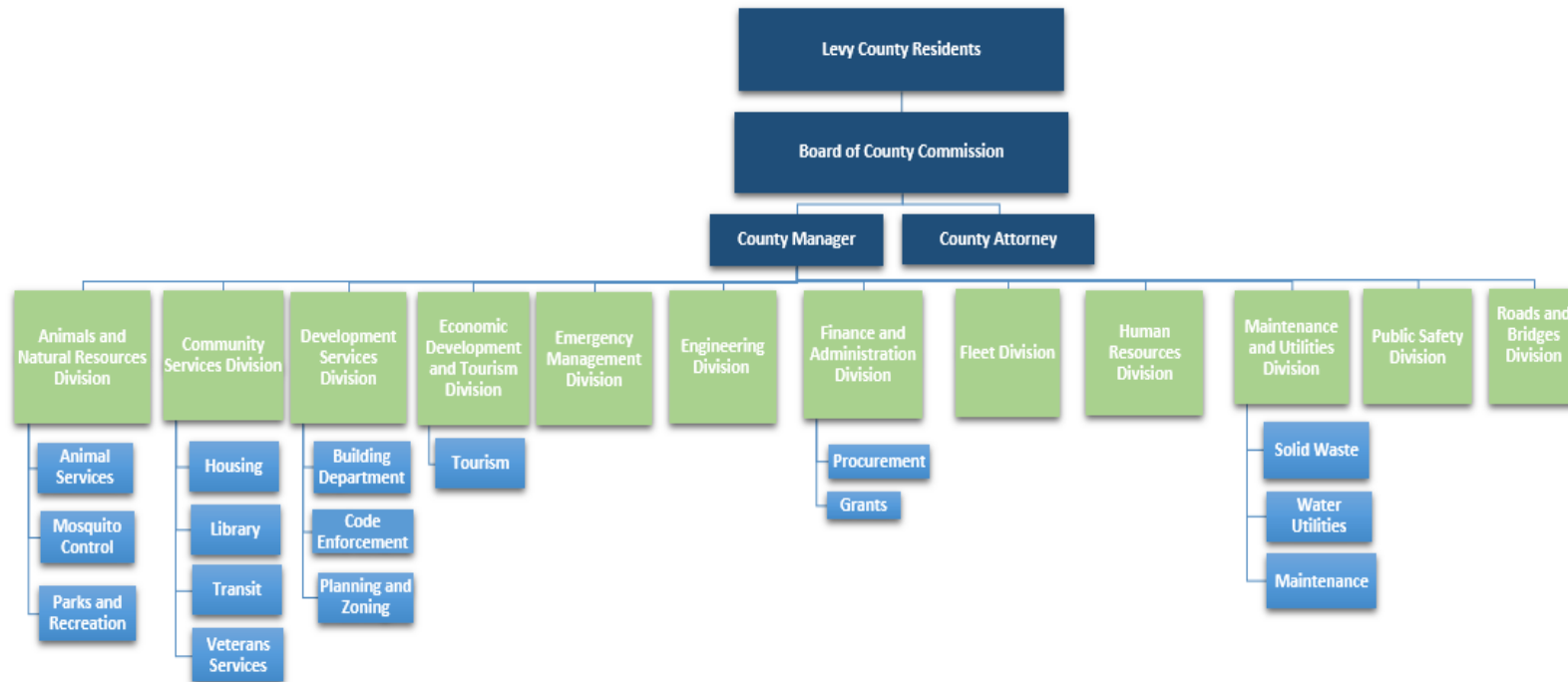
Desiree Mills, Chair, District 3

Tim Hodge, Vice Chair, District 4

Johnny Hiers, District 5



Proposed Organizational Structure





Chain of Command and Funding

During the January 21, 2025 BoCC Meeting, the question was asked about using the \$74,000 that is available from the vacant PIO Position to hire an Assistant County Manager. Human Resources Best Practices recommend that supervisors be paid more than the people they supervise. The highest-paid BoCC Department Head is paid an annual Salary of \$109,000. For this reason, the Assistant County Manager Position would ideally be funded at a level higher than that. The Human Resources Department conducted a survey of nearby counties that have Assistant County Managers or Administrators and identified the following salary ranges:

County	Salary	Position
Alachua	\$117,192.40 - \$197,029.46	Assistant County Manager (Alachua has ACM for each division)
Citrus	\$126,807 - \$196,552	Assistant County Administrator
Marion	\$147,222.40-\$228,196.80	Assistant County Administrator

Based on this survey and the fact that the highest-paid BoCC Department Head is currently paid \$109,000, a reasonable salary for an Assistant County Manager in Levy County would be \$115,000.

It must be noted that the original proposal to create Division Directors promotes current employees but does not add positions. The addition of an Assistant County Manager would also require that the County fund benefits for the position. The Human Resources Department has prepared the following cost analysis for benefits associated with a \$115,000 annual Salary.



Cost based on \$115,000.00 Management Salary			
BENEFIT	RATE	REOCCURRENCE	ANNUAL EXPENSE
Sick Leave	0.00	Included in 2080 hrs per year	0.00
Annual Leave	0.00	Included in 2080 hrs per year	0.00
Bonus		based on years of service	
Life Insurance	3.70	Month	44.40
Health Insurance	449.08	Pay-period	11676.08
Retirement - FRS MGT @34.52%	1526.85	Pay-period	39698.00
Employer FICA	274.23	Pay-period	7130.00
Employer Medicare	64.13	Pay-period	1667.50
Worker's Comp 8810	0.0016	Annual (based on Salary below)	184.00
		Annual Benefit Expense	\$ 60,399.98
		Hourly Benefit Expense	\$ 29.04
Annual Salary	115000.00	Rate of Pay	55.29
		Salary per hour + benefits = total hourly rate	\$ 84.33
			\$ 175,399.98
Prepared by:			
Karen Blackburn			
Human Resources Assistant			
01/22/25			

The cost of adding an Assistant County Manager Position with a Salary of \$115,000 is \$175,399.98 with benefits. This is \$101,399.98 more than the available \$74,000 that is available in the current budget. For this reason, I recommend the promotion of Division Directors rather than adding a new position.



Selection of Division Directors

If the BoCC approves this proposed organizational structure, Human Resources will invite all current employees to submit a letter of interest for all Division Director Positions except Emergency Management, Roads and Bridges, Human Resources, Engineering, and Public Safety. These Divisions are not being modified, so there is no competitive process, and the current Department Heads will become the Division Heads to maintain consistency within the organizational structure. The anticipated start date for Division Directors is February 22, 2025. Job descriptions for all Division Directors have been created and are on file with Human Resources.

Chain of Command

Once the Division Directors are selected, the County Manager will identify two of the Division Directors as the second and third people in charge during the absence of the County Manager. Neither of these individuals will be the Procurement Coordinator, as the Procurement Coordinator is already authorized to approve expenditures during the absence of the County Manager. The second and third individuals in charge during the absence of the County Manager will work with the Procurement Coordinator to authorize expenditures and make policy decisions as needed, thus providing a built in system of checks balances.